

16 '92

Sales Management

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For The Man in Charge of Sales and Advertising



Closing Sales on the First Call

By RICHARD WOLFE, Manager
CHICAGO NASH COMPANY

The Men on the Cover:

(Left) FRANK PRESBREY, President
The Frank Presbrey Company

(Right) BENJAMIN WINCHELL, Chairman of the Board
and President, The Remington-Noiseless Corporation

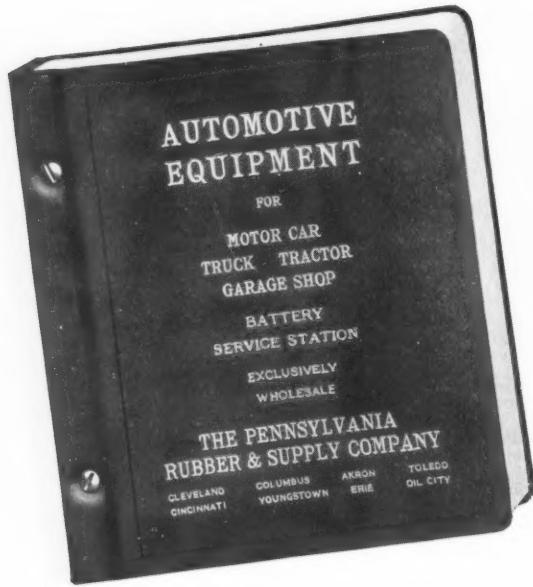
JULY 10, 1926

A Dartnell
Publication

TWENTY CENTS



Are you making your Sales Quota?



YOU can secure Heinn Loose-Leaf Catalog Binders in a variety of beautiful materials and finishes—and you are given all the manufacturing and selling experience of the originators of the loose-leaf system of cataloging.

No matter what your catalog needs may be, you can profitably use Heinn Loose-Leaf Catalog Binders.

Ask for complete information without obligation. Write today.

EVERY morning's mail should bring a sufficient number of orders from your dealers. If you're not getting your proper quota of dealer-business, you can usually blame it on the catalog. Thousands of manufacturers and jobbers have found this to be a fact.

Dealers want to have your complete line at their fingertips. They want to know when items have been added or discontinued, when prices or discounts have changed. They must have this information *every week* in some cases. Otherwise their profits will diminish, and yours too, in these days of close buying and alert competition. The Heinn loose-leaf system of cataloging will enable you to keep this profitable, intimate *tie-up with your dealers and men on the road.*

Of course, Heinn Loose-Leaf Catalog Binders, impressive in appearance put your product in a class by itself. Being substantial in construction—easy in operation—they offer a day-by-day service that lasts year-after-year.

THE HEINN COMPANY
Originators of the Loose-Leaf System of Cataloging
349 Florida Street Milwaukee, Wis.

HEINN BINDERS

*~day~by~day catalogs
that last year~after~year*

Bus. Adm.

N. B. This advertisement is one of a series appearing as a full page in *The Enquirer*. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, *The Enquirer's* coverage of the district is shown.



Mrs. Madisonville *-in the heart of the city though eight miles out*

STAND in Mrs. Madisonville's garden and close your eyes—it's very easy to believe you're in the country. The air is so fresh, so full of the perfume of growing things. Now open your eyes—the modern home of Mrs. Madisonville is before you; a car stands in the garage; over your head stretches a radio aerial. You are very much in the city!

It is this combination of the best of the country with the best of the city that makes Mrs. Madisonville's community so fascinating. Years ago, this district was really country—yet even then commuting service linked it closely with the city. Today, Mrs. Madisonville's personal car has taken the place of the commuter—it carries her quickly to the shopping districts, to concerts and matinees. She is as much a part of the city's

activities as the residents of the nearest suburbs.

Nor does distance dull her interest in the city's news. She is a regular reader of *The Enquirer*—every morning finds it at her breakfast table. And her neighbors follow suit. In Mrs. Madisonville's community are 1,880 residence buildings; here, 983 *Enquirers* are delivered each day.

In the case of Mrs. Madisonville, this *Enquirer* coverage is particularly important to you, Mr. Advertiser. Literally, it enables you to present your wares in homes eight miles away, and to present them at that critical hour when the day's purchases are being planned. Try a schedule of advertisements in *The Enquirer*—then check results!

I. A. KLEIN
New York Chicago

THE CINCINNATI
"Goes to the home,"

R. J. BIDWELL CO.
San Francisco Los Angeles



ENQUIRER
stays in the home"

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

Addressed to Sales Managers:

WHILE on your vacation, will you be worrying about SALES? Will they take a summer slump? Or will your advertising in our markets keep the line on your sales chart mounting?

Here are three PROSPEROUS fields awaiting your cultivation. Are you taking advantage of their possibilities as they relate to your products? If not, then—

BRICK *and* CLAY RECORD

Annual Sales
\$350,000,000
of
Clay Products

Annual Purchases
\$76,000,000
for Equipment,
Fuel, Power

BUILDING SUPPLY NEWS

Annual Sales
\$700,000,000
of
Building Supplies

Annual Purchases
\$20,000,000
for Material Hand-
ling Machinery

CERAMIC INDUSTRY

3 markets in one—
Glass, Enamel,
Pottery,
with basically
similar chemical
problems

A diversified field
using all forms of
Power,
Heat-Production
and Handling
Equipment

SEND FOR an analysis of the market as it applies to your particular product. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

Industrial Publications, Inc.
407 S. Dearborn Street CHICAGO
Members: A. B. C. and A. B. P.

This Issue at a Glance

ADVERTISING

Through a mystery campaign in business papers, the Stutz Motor Car Company introduced a new model car, pulled more than 2,000 dealer inquiries, and signed \$6,000,000 worth of business. F. E. Moskovics, president of the company, describes the campaign on page 21.

Salesmen for E. I. Dupont de Nemours & Company have been carefully trained how to use the company advertising, thus doubling the effectiveness of the company's advertising investment. Page 39.

C. K. Woodbridge was re-elected head of the International Advertising Association at the recent convention held in Philadelphia. Denver was chosen as the center for the next meeting. Page 43.

"When the Sales and Advertising Plan is Ahead of the Organization"—then all kinds of trouble results, says Cheltenham Bold. He recounts the experience of a company that couldn't understand why four different sales managers failed. Page 62.

DEALER CONTESTS

The National Lamp Works of General Electric Company introduced a new line of lamps this spring through a "New Line Drive" among their dealers. The plan revolved about a contest idea which tied in closely with the merchandising plan the company has been promoting to its dealers. Details of the contest and the results obtained are told in an article on page 52.

FOREIGN MARKETS

Philip S. Salisbury, vice president of The Dartnell Corporation, writes of his experiences in calling on Vienna dealers in company with a native salesman. He touches on various opportunities for American products in the central European markets. Page 23.

HANDLING SALESMEN

Only one salesman on the force of the Durand Steel Locker Company of Chicago, has quit or been fired in fifteen years' time. H. A. Struck, sales manager of the company, tells how he "raises" his sales force within the company and trains them to think of selling as a career. Page 17.

LEGAL MATTERS

"How 8,000 Imitators Contributed to Canada Dry's Success" is another article in the series by Roy W. Johnson on "copy cats." Although the Canada Dry Company has had one new imitator for almost every working day they have been in business, the whole tribe of copy cats has failed to make any serious inroad on their sales and profits. Page 25.

MARKETS

The bread business began to suffer with increasing prosperity in this country, so it became necessary to find some means for reviving the market. Increasing the variety of baker's product accomplished the desired result. Page 27.

SALES CAMPAIGNS

Holland Furnaces were successful in breaking into the Boston metropolitan market through a recent campaign in which

they used their usual house-to-house canvassing plan and a well rounded newspaper campaign. Page 49.

SALES HELPS

A sales manual and a house organ form important parts of the sales plan of the Becker Asphaltum Roofing Company, a concern which re-roofs homes on the direct selling plan. The manual and the magazine are described on page 47.

SALES LITERATURE

The section on "Printed Things" includes articles on: "A Quality House Organ to Sell a 'Thin Market' Product"; "Making It Easier for the Dealer"; "Making Sales with Blotters"; "Getting 'Outdoor' Appeal into Sales Literature"; "Building Store Prestige with 'Personal' Mailings"; "A Motor Car Booklet That Doesn't Talk Mechanics," and others. Page 65 and section following.

SALES POLICY

Not until the Finnell Systems, Inc., discovered what a limited vision they had had of their markets, did the company really begin to expand and progress, says W. S. Finnell, president of the concern, in the leading article in this issue of *Sales Management*. Policies that were responsible for the new growth are discussed. Page 15.

The Seattle Power Plant Engineering Company won the spring contest conducted by the Williams Oil-O-Matic Heating Company with the unusual record of selling \$260,000 worth of oil burners in 30 days. How they did it is told by A. E. MacInnis, president of the company. This company has found that growth in sales is largely the result of the development of the right kind of team work within the organization. Page 19.

SALESMANSHIP

The Chicago Nash Company learned that sales of high priced automobiles could be closed on the first call if the salesman learned how properly to handle an interview. Richard Wolfe, manager of the company, tells how his company has set a record of closing 40 per cent of buyers on the first call. Page 35.

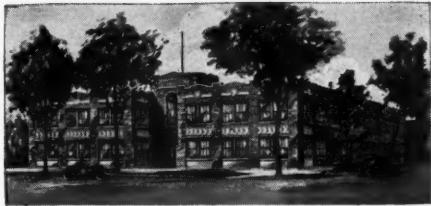
The third Dartnell medal for 1926 has been awarded to A. D. Osborne, a salesman for Hewes & Potter. Osborne recently arranged a special sale of Spur ties at the Block store in Indianapolis during which he increased tie sales 1,000 per cent for the week's business. Some of Osborne's sales tactics are described on page 60.

WAREHOUSING

Experiences of various companies, including the J. B. Ford Company, Bon Ami Company, Federal Match Corporation, Procter & Gamble, and others, are included in a discussion of the use of the warehouse as a distributing medium. Page 57.

WASHINGTON NEWS

Exports to Latin America have shown a heavy increase, the Washington correspondent reports. Various other items of interest to sales executives are included in the letter from the capital. Page 44.



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Sales Management

Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations

VOLUME ELEVEN Established 1918 by The Dartnell Corporation NUMBER ONE

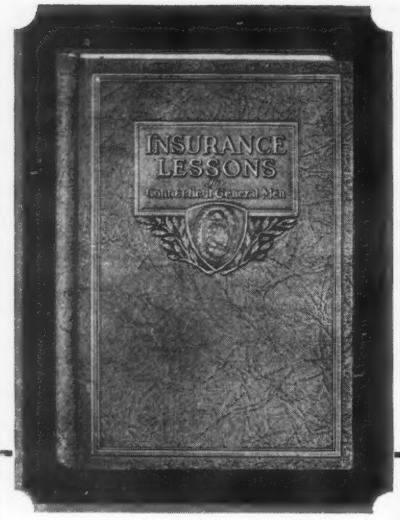
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? ? ?
**Do You Show Your
"Business Diamonds"
—Rough?**

The story of the man who sold his farm and then discovered that the small white stones he had seen on it for years were rough diamonds—proves an interesting fact.

Real value is seldom understood unless it is made attractive. Had the diamonds been cut and polished they would not have been overlooked.

On your sales promotion advertising, data books and other publications that are invaluable to your business—the cover you use must attract attention or what is inside will lose much of its effectiveness.

Molloy Made Covers are planned to get attention—interest, and to win consideration for the ideas your commercial publications attempt to put over. Molloy Made Covers make your books more efficient to accomplish their purpose yet—the cost is moderate.

Molloy Made Covers are used on every kind and size of book in ring, string and post binders or for case bound books.

Tell us the size and purpose of your book and we will submit plans, ideas and sketches for your consideration. No obligation of any kind.

*There is a Molloy Made
Cover for Every Purpose*

MOLLOY MADE
THE DAVID J. MOLLOY COMPANY
216 North Western Avenue
Chicago, Illinois

Sales Offices in
Principal Cities



Courtesy, The Pullman Company.

ARTHUR ROEDER, formerly president of the United States Radium Company, has become executive vice-president of the American Linseed Company. B. H. THURMAN, formerly general manager of the company, has become vice president in charge of manufacturing. JAY GOULD, formerly sales manager, was elected vice president in charge of sales, and H. U. BRANDRETH, vice president in charge of Pacific Coast activities.

W. K. PORZER has become president and treasurer of the Wildman Advertising Agency of New York, to succeed NAT C. WILDMAN, who recently resigned.

GEORGE WILLARD FREEMAN, for eight years associated with the Corday & Gross Company of Cleveland, has joined the staff of Doremus & Company, New York City, as account executive.

The Jeffrey Manufacturing Company, Columbus, Ohio, announces the election of ROBERT W. GILLISPIE as vice president, assistant general manager, and member of the board of directors of the company. Mr. Gillispie was for many years identified with the Bethlehem Steel Company.

The merger of George W. Edwards & Company, Inc., of Philadelphia, and The Joseph Ewing Marketing Counsel and Research Service of New York, became effective July 1. The new company will be known as Edwards, Ewing & Jones, Inc., and will maintain offices in New York City and Philadelphia. GEORGE W. EDWARDS was chosen chairman of the board and treasurer; JOSEPH EWING becomes president of the new organization, and THOMAS M. JONES continues as vice president.

LESTER E. LLOYD has been appointed merchandising service manager of the *Houston Post-Dispatch*.

H. T. EWALD, president of the Campbell-Ewald Company of Detroit, announces the establishment of an office by his company in Portland, Oregon. Frank L. Perkins will be in charge.

Following the merger of Leonard & Nizer with the Kelvinator Corporation, which took place about the first of the year, the firm name of the corporation has been changed to

the Leonard Refrigerator Company, Division of the Electric Corporation. HENRY W. BURRITT, formerly associated with the Ford interests, has been chosen president of the company.

CARLISLE N. GREIG, for the last four months with the *New York Evening Journal*, has returned to the *Cleveland Plain Dealer* as sales promotion manager.

The Petroleum Heat & Power Company of New York City, has placed its advertising account with the George Batten Company, Inc.

Beginning with the August issue, *House Furnishing Review* of New York City, and *Home Equipment* of Des Moines, Iowa, will be consolidated.

H. EDMUND SCHEERER has become president and treasurer of a new merger effected between Carpenter & Company, H. Edmund Scheerer and W. F. Kentnor, formerly secretary of Benjamin & Kentnor Company. W. F. KENTNOR is vice president of the new company, and ALLYNE V. CARPENTER, secretary. The company name will be Scheerer, Inc.

The Stanley Works of New Britain, Connecticut, has purchased the American Tube & Stamping Company of Bridgeport, Connecticut.

JOHN T. MARTINDALE has been elected president and member of the board of directors of the Van Camp Hardware & Iron Company of Indianapolis, succeeding R. P. VAN CAMP, who died recently.

W. B. LARSEN, for the last four years manager of the Chicago office of the Royal Typewriter Company, has been appointed general sales manager of the company. Mr. Larsen has served the company in various capacities since 1915.

W. ROY MOORE will direct the sales of the Billings & Spencer Company of Hartford, Connecticut, succeeding J. H. Dowd, who recently resigned to become associated with the Eastern Advertising Company of Boston, as sales manager.

Sales Management

A Dartnell Publication



Volume Eleven

Chicago, July 10, 1926

Number One

After Many Years We Found There Was No Limit to Our Market

What We Learned When We Really Began to Study Our Market, Cooperate With Our Customers, and Extend Our Sales and Advertising Activities

By W. S. Finnell

President, Finnell Systems, Inc., Hannibal, Missouri

ONE OF our salesmen in a large eastern city had been trying to sell our system of floor cleaning to the owner of one of the best known department stores in the east. The superintendent of cleaning was bitterly opposed to the use of machines for scrubbing floors. He was unalterably opposed to anything but the old mop and pail method. Because of his prejudice he would not give our demonstration machines a fair trial.

Our salesman had worked with him at night and had tried every method to show him the value of our service. But he was hopelessly old fashioned. The salesman saw it would be useless to make the sale by going over his head. He knew that even though the sale were finally closed, the machines would soon be thrown out by the prejudiced superintendent, who would find a way to complain that the machines were not rendering the service we had claimed for them.

It was evident the owner of the store wanted our system and saw the advantages of it. But the salesman, knowing the conditions under which our machines would be operated, decided a sale would result

in nothing but a dissatisfied customer. He went direct to the owner of the store:

"Mr. _____, until you are the actual, as well as reputed, head of this store, you can't buy our machines."

Of course, the store owner was unused to being talked to in any such way. He wanted to know what the salesman meant by inferring that he was not the actual head of the store.

Changing Sales Tactics

Then the salesman explained the conditions, stressing the fact that he would not sell a single machine for use in this store until he was assured every machine would be carefully used.

A few years ago such an incident would never have occurred. Our salesman would have bent all his energies towards obtaining an order, hoping that it would give satisfaction. Today we do not care to sell even one machine until we are reasonably sure it will be properly used.

In other words, our sales policy has been radically changed. The change did not come about overnight. It has been a gradual evolution, coming only as we learned

we had something more to sell than just a floor scrubbing or polishing machine. It took us many years to learn this, and until we did learn it our sales grew slowly and our profits were meager.

All the various phases of our business as we now conduct it have been the result of constant evolution. Coming to Philadelphia from the farm in search of my first job, I obtained a position in a small soap business. My initial duty was to clean up the stock room. Because I was afraid to go out and try my hand at selling, I did a thorough job of cleaning and rearranging that stock room.

Finally, when I had everything in the stock room spick and span, the owner of the place told me I would have to go out and bring in some business. Soon I was selling soap regularly. After some time I obtained a part interest in the business.

My work brought me in touch with the men who had charge of cleaning big buildings. I saw there was a lot of waste in spreading the soap powder on floors which were being cleaned. The idea occurred to me that there ought to be a better way to do this, so I set about designing a machine to

spread the powder. My first machine was a crude affair, but when it was finished I sold it and started work on another.

For a while the soap business held our attention. We gave away a scrubbing machine as a premium with a barrel of soap. As we continued to make the machines we began to see many possibilities for development and improvement. From time to time we improved the machines and introduced new ideas. Then it became apparent to us that the machine should be sold separately instead of being used as a premium with soap.

Markets Begin to Expand

A company was organized and a plant established at Hannibal, Missouri. I spent most of my time on the road selling machines. Our first idea was that the average factory offered no market for us. In those days clean factories were the exception rather than the rule. But the textile industry seemed to offer possibilities because clean floors meant a great saving in manufacturing textiles.

For some time we concentrated our sales efforts on office buildings. I suppose every manufacturer, when he first starts in business, has a limited vision as to the market for his product. I know we did. Here was a vast market waiting to be developed, but we stuck rather closely to the office buildings. At that time we were selling machines rather than a cleaning service.

As our machines were improved and we studied our markets more carefully, it began to dawn on us that there was no limit to our possible markets. We began to sell to department stores, textile manufacturers and all industries and building operators.

From my own experience in selling, I believe I am safe in saying that the average executive in a business doesn't understand the problems of his salesmen. I know I could never believe some of the stories of difficulties

brought in by my salesmen unless I had spent many hours demonstrating our machines to prospects.

One of the first big sales I closed required three years of constant effort before a sale was finally completed. Another sale to an internationally known department store required many thorough demonstrations before we finally closed the deal. After I had sold many of the various executives, the general manager of the business vetoed the order because he claimed our machines would splash water on the walks and showcases.

After a great deal of persuasion I finally induced him to watch me demonstrate the machine. We stretched a piece of white cloth along the aisle and ran the scrubbing machine by it. Not a drop of water was splashed on the cloth and the order was finally closed. This department store still uses our equipment.

From department stores we gradually began to develop other fields—public schools, food products factories, office buildings and factories in all the various industries. The great movement and agitation for cleaner food products factories and sanitary legislation opened up a big field for us. Our problem all along has been to educate prospects as to what cleanliness really is.

I remember one sale we made to a food products factory. Before our equipment was installed, the plant was closed to visitors except on Fridays. All day Thursday and Thursday night of each week there was a special crew of cleaners

working frantically to clean up the plant for visitors' day. Our sales appeal was to the effect that if our system were used they could entertain visitors every day, instead of on Fridays only.

We explained that clean floors would raise the morale of their workers and bring about greater efficiency and more pride. When our machines were installed, the floors were actually kept spotless. Soon the workers began to wear better clothing and to show more pride in their work. Machines, tables and equipment were kept cleaner because the floors were so clean. It wasn't long until the factory could be thrown open for visitors on every day.

Why We Raised Prices

This experience strengthened our idea that we had much more to sell than a mere machine. We had a service and an idea to sell. But at the prices we were charging we could not give very much service. Our men were too busy getting new orders to have any time for servicing, or to see to it that every machine gave complete satisfaction.

Like all other machines, ours must be operated correctly to bring best results. Abuse and careless operation will not give good results. Operators are often ignorant and indifferent, and some are even prejudiced against the machines.

By 1917 it became apparent we would never be highly successful unless we put more creative effort into our sales work. It was then

we realized we would have to sell a successful method of cleaning, rather than machines. That meant more work for our sales organization.

As a result of our experience, the constant improvement of our machines, and the need for more educational work, we increased the prices of all our machines. It was then our business really began to make progress.

(Continued on page 90)

Here's a man who raises even the office boy to be a salesman. Twenty-one years ago, H. A. Struck was hired by the shipping clerk of the Durand Steel Locker Company to run errands in the shipping room, at the munificent salary of \$10 a week. He later became a salesman, was promoted to branch manager of the New York office, and finally, in 1916, became general sales manager of the company.



Why Only One of Our Salesmen Has Quit in Fifteen Years

**"Develop Salesmen Within Your Own Organization
and Train Them to Think of Selling as a Career"**

By H. A. Struck

Manager of Sales, Durand Steel Locker Company, Chicago

PERHAPS it would be just a little out of line to say we have found a "solution" for the turnover problem on the sales force. The fact is, we've never had a turnover problem.

There are sales managers everywhere who are spending big, valuable wads of money hiring and training men, only to find that a relatively small percentage of them ever turn into producers. Not only do the green men fail to mature, but the star salesman whose training investment may amount to as

high as \$1,200, show an alarming disposition to flit off to competitors at the first offer of an assorted dozen rosy promises plus one per cent higher commission.

These sales executives say "You can't help it. It's just part of the grief of doing business these days."

We know these men are wrong. We know they're dead wrong, because we have a force of sixty men operating from coast to coast on which but one man has quit or been fired in fifteen years' time. During these years we have opened

seven branch offices—and every man we promoted from the general sales force to take charge of a branch office is still making good at his job—or he has gone on to something higher.

This unusual record is attributable to a number of different management policies. The first, and most important of these, is that we never go outside our own organization for salesmen. Everyone of the sixty men in the field selling Durand equipment at the present time won his job on the sales force

through making good in the factory, on our installation crew, in our office, or in some other department of our business. The chances are that most of them had training in three or four different "inside" capacities.

We prefer to take men into the organization immediately after they are graduated either from high school or college. We explain to them that they are expected to start to work in the factory, perhaps, and to learn the business from the ground up; after this, promotion. Of course, some of the men—particularly the college men—are very favorably impressed with such a proposition, so what we really have to do is to sell them the integrity of our institution and opportunity for growth. Those in the organization who "lick" the inside jobs are the ones who will get the bigger, better jobs which develop as the company expands, we tell them; we won't hire someone from the outside. Thus we have built our organization by looking ten years ahead—even the office boy is being trained toward the day when he can take wider responsibilities and ultimately work into the sales end of the firm.

Training Men for the Field

It is necessary for us, in our business, to have a large crew of men to take care of installations, and as they develop these men are constantly being transferred to the sales force. All of the men in the office are salesmen in the making. The factory too, is full of them, men who are doing good work because they have ambitions, and because they know for a certainty that bigger jobs are there waiting for the man who shows himself capable of handling them.

Right now among others we have five men from the University of Illinois in our factory, and all of them are showing consistent, steady development.

The length of time required for a man to do inside work before he is given a chance in the field varies with the man's own ability, and with our current needs for more salesmen. We have put men into selling after only six months' inside—men who showed aptitude

for assimilating facts and principles quickly. Others may spend five or six years in one capacity and another before they are ready to sell.

When he goes out to sell his first prospect, therefore, a new salesman, while he may be green on sales tactics, knows his product from ore to installation. He knows it and understands it better than anyone could possibly teach him in even the most rigid, careful kind of sales training course. He knows how to answer almost any question the buyer might ask, and he furthermore knows how to ask intelligent questions. He knows why our product is worth the price we ask for it—he has himself helped to build quality into it!

A number of years ago a big chap who had just come over from Ireland came in and applied for a job. It happened that he was a proficient stenographer, so we hired him to do my personal work. He made good progress, and finally one day he came in to my office and said, "Mr. Struck, I can't stick at this much longer; I want to do something bigger."

So I transferred him to the installation force. Here he grew so rapidly that he was soon the head of the installing division; today he is manager of a branch sales office.

In another case I hired a young man just as he came out of high school. He gradually worked his way up in the business, finally made a successful salesman, and when we opened our Detroit office four years ago, he became branch manager.

Big Things in Selling

The man who is now in charge of our New York office—a high man on the sales force, by the way—had never been east of Cleveland until he was made branch manager. In spite of the fact that New Yorkers have the reputation of being hard to sell, he's done an exceptionally good job in that territory.

I do not believe in sending new men out with the older salesmen. When a man begins to run into difficult problems, he is called into my office and we thresh things out together. About eight days out of every month I work in the field with the men and accompany them

on calls on buyers; very seldom do I take part in the discussion on these occasions, but when I see the salesman dealing with the prospects in their own offices, I can help him to overcome his weaknesses and to suggest methods for improving his presentation.

I try to teach my men that there is a great deal more to selling than mere order signing. If a collection is slow on a certain account, or an installation for some reason hasn't turned out quite satisfactorily, I had a thousand times rather see the salesman who signed that order stick with it until it is adjusted to the perfect satisfaction of the buyer, than to have him wearing out rubber heels signing up a bunch of new contracts. In fact, I've always felt that when any matter of adjustment comes up with a buyer, that the logical man to iron out the difficulties is the chap who sold the order.

The Compensation Plan

When the end of the year comes around I do not judge a man altogether by his gross sales volume. The man who ranked tenth from the top in sales might, all in all, have done a much more thorough job, a much more valuable job, than the man at the head of the list. It's just another case of looking ten years ahead. I'd infinitely rather have a few hundred dollars less in annual volume and a higher percentage of satisfied customers.

Our salesmen all work on straight salary, with a bonus at the end of the year commensurate with what each has accomplished. As I mentioned before, many factors other than mere gross sales volume enter into this estimation.

A question often asked me is, "What do you pay your beginning salesmen?" Well, I usually let them name their own salary. And—this may sound like a fairy tale, but it's true—I sometimes pay them more than they ask for. I would rather have a man on my force overpaid than underpaid, for intelligent, ambitious men of the type we develop actually work harder to earn the higher salary. We want our men to make money, and there isn't a single doubt in my mind that good salaries pay

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Daily sales meetings play an important role in the training of the Seattle Power Plant Engineering men who produced the sheaf of orders pictured above during the recent annual contest of the Williams Oil-O-Matic Heating Corporation

Sold: \$260,000 Worth of Oil Burners In Thirty Days

How One Branch Has Developed the Kind of Team Work That Breaks Sales Records During the "Dullest" Season of the Year

As told to Mandus E. Bridston

By A. E. MacInnis

President, Power Plant Engineering Company, Seattle, Washington

PERHAPS there isn't a better proof, anywhere, that we make our own "dull" and "busy" seasons than in the record established by our company this spring during the annual contest conducted April 15 to May 15, by the Williams Oil-O-Matic Heating Corporation. We sold 368 oil burners in thirty days—contracts amounting to approximately \$260,000, thereby breaking all records for the Williams Company, for one month's production, and, so far as we have been able to determine, all records for oil burner sales anywhere. This record was established during the traditional

"slack" period of the year, and our burner is one of the highest priced on the market!

There was nothing extremely unusual about the tactics we used in closing this amount of business. The record was established by men who, month after month, have been systematically training and studying to improve their salesmanship. The contest was a signal for doubled and tripled personal efforts on the part of these men, and this added pressure, plus an excellent spirit of teamwork throughout our whole organization, was responsible for the achievement. We use a very complete card filing

system for prospects, and we have found it more of a problem to keep "dead ones" off the list, than not to have prospects enough. In the past we have allowed each salesman sixty prospects, expecting him to call at least once a month. However, during the sales contest just concluded, we decided to weed out all but the best prospects, and allowed some salesmen as low as twenty-five. This proved to be a wise move, particularly for an intensive drive, for efforts were concentrated where they would do the most good. For example, one of our men sold eighteen out of his twenty-five prospects. But that

meant staying everlastingly by the guns, if there was the least hope of success.

Our star salesman of our Seattle office proved the value of "sticking." Several of our men had worked for a long time on a prospect who had definitely turned down all their sales efforts. However, the star salesman knew his man—knew he had the means, knew the heating equipment we offered would serve his purpose ideally; in other words, he knew he could and should buy. On the last day of the contest, the salesman went to the prospect's office. The door was locked, but he heard noise within. Undaunted, he called through the letter chute. The man responded and said he had locked his door because he did not want to be interrupted. Notwithstanding, the salesman made his talk through the letter chute. The upshot was that the prospect let him in, and before the interview was over, the man signed an order for a burner and gave a substantial check as initial payment.

During the month's sales campaign everyone in the organization worked at fever heat. It was one of the finest demonstrations of employee loyalty and teamwork I have ever seen. I don't believe any amount of material remuneration could have called forth such splendid efforts. It was more the result of long cultivation of good-will and mutual understanding and helpfulness. However, we believe in paying employees well, and when this campaign was over we distributed \$2,000 in prizes and bonuses. Every employee, including ditch-diggers and stenographers, was given a token of appreciation by the firm. The winning dealers in the territory were presented with silver cups, leading salesmen received gold watches, the stenographers received gold compacts, and all others were given gold knives. Even the stenographers and clerks at the factory who directly served us were remembered.



A. E. MacInnis,
President, Seattle
Power Plant En-
gineering Co.

These are little things, but contribute materially to fostering a proper spirit of good-will. I recall, during the heat of the campaign, the office staff was literally swamped with work. A salesman who had driven long and hard in the country all day, came to the office in the evening and found the staff hard at work. He might have gone to a movie, but instead he pitched right in checking and filing orders until midnight. That kind of loyalty is not bought with money.

The practical aspects of getting the business begin with the sales staff. We do not hire ready-made, "high-pressure" salesmen. We demand of a salesman only character and sincerity of purpose, giving him a moderate training in our installation and service department, supplemented by a thorough training on how to sell our products. The keynote of our sales instruction is strict truthfulness, conservative presentation, sticking to the sale of our own products without

knocking the other fellow. We use a complete, illustrated sales manual, and insist on the salesmen's adopting a standard sales talk. We do not ask that the salesman repeat his talk word for word on every occasion, but experience has shown us that unless he sticks pretty well to his subject, important points will be omitted, or the prospect will assume control of the interview. In either event the sale is endangered.

Many salesmen have the wrong notion that they cannot use a planned sales talk without becoming stilted and losing their individuality. They argue that the inspiration of the moment is a better guide than anything worked out in advance.

"I don't follow any particular line in talking with my prospect," a salesman told me a few months ago. "I size up each person as I meet him and cover the points which I think will interest him."

I was surprised, for this salesman was making good. One day I checked up on him as he presented his subject on the sales floor to five different prospects. I made notes on the main sales points made by the salesman in the order in which he brought them up. When I compared notes, I found that in every case they were practically identical. With minor differences, this salesman gave the same presentation, arranged in the same order, to every prospect. It was not chance that made him a consistent producer. He was actually using a fixed sales talk without realizing that he was doing so.

The greatest aid we have in standardizing our sales presentation, is a "Sales Kit," consisting of a brief case containing illustrative charts of installation, photographs of actual plants installed in the territory, testimonial letters, etc. In selling such products as we handle—refrigeration and heating equipment—it is impossible for the salesman to carry samples. Hence

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A \$20,000 Mystery Campaign Pulled \$6,000,000 Worth of Business

Business Paper Advertising Campaign Brings Two Hundred Per Cent Increase in Dealers and More Than Two Thousand Orders

By F. E. Moskovics

President, Stutz Motor Car Company, Indianapolis, Indiana

IN 1925 we brought to full development a new automobile which we decided to market beginning January, 1926. For this new car we had to build a larger and more complete dealer organization.

Our problem was how to form this greater organization and announce a new car without disrupting the existing dealer structure and without putting the brakes on 1925 sales. If we announced the product during the summer of 1925, it would be very bad for the trade. Yet we had to build a much larger dealer group than we then had and get sales started early.

A Business Paper Campaign

The answer to our problem was a six weeks' trade campaign, a mystery series of advertisements running blind in four automotive magazines. Results were astonishing, for from this short campaign, which ran from the last of November to the opening of the New York automobile show on January 9, by February 25 we had:

- (1) Received 2,000 distributor and dealer replies;
- (2) Increased the dealer organization more than 200 per cent;
- (3) Received 2,093 individual orders;
- (4) Obtained \$6,000,000 worth of business;
- (5) Heard from more dealer prospects than we could take on;
- (6) Found the campaign to be without question the best advertising buy per inquiry we ever had, the total cost being \$20,000.

To start at the beginning. The car was completed and tested eight months before it was to receive its premiere at the automobile show. During the eight intervening months there must be no interruption in the manufacture and sale of the then current models—the distributor and dealer organization must not be permitted to know anything of the 1926 plans, but must continue efficiently to merchandise the available product in order that manufacturing activities might not lag and inventories become stagnant.

Next, we desired to build a background of Stutz good will throughout the industry and the trade would create a condition of immediate acceptance and underwrite the successful merchandising of the new product when presented at the beginning of 1926.

Planning the Advertising

From April to the end of the year, the Stutz advertising pages in business papers carried forceful, dignified and convincing institutional copy—good will building copy—which educated motor car distributors and dealers of the country along lines of Stutz financial resources, quality of executive personnel, manufacturing facilities and so forth. It also stressed the company's distributor and dealer policy. This went on week by week, month by month.

During the midsummer, the company invited members of the technical and engineering staffs of several trade papers to visit the Indianapolis factory, where the visitors were shown the new car, given complete demonstrations under varied conditions and shown test reports made over a period of months to enable them to prepare

careful technical copy for the trade press.

What they saw was not to be told. It was a trade secret to be kept until the automobile show, and it was to be the basis of a mystery advertising campaign featured for several weeks prior to the first New York showing.

The campaign consisted of two-page inserts, printed in color, in the first four December issues of three weekly automotive magazines. The fifth December issue (December 31) of each of these same papers carried a four-page color insert. And a fourth publication, a monthly trade journal, carried two-page inserts in the December and January issues.

The Copy Appeal

Actually the mystery campaign was not an experiment, for several years ago, while I was vice president of Nordyke & Marmon Company, we had used such a campaign to introduce a new Marmon model without interrupting the flow of manufacture and sale of existing models and without disturbing distribution and dealer organization. At an expenditure at that time of \$5,000, we increased distributors and dealers 100 per cent, and sold more than \$1,000,000 worth of cars in the short time of about 30 days.

So we knew something about how to handle such a campaign as this. The copy keynote was that an old established, well financed and successful automobile manufacturing company was preparing to announce a new model that would present exceptional possibilities for distributors and dealers who were equipped and qualified to handle a high quality product.

Of course, the Stutz organization throughout the country had been apprised by this time, so that no replies would come from its members.

Preceding the initial announcement in the two-page inserts, on the first page, was this statement by the publishers:

"The publishers and the technical experts of this publication have been given an advance private showing and demonstration of a very notable new car, details of which will appear in immediately following issues.

"For trade reasons, the name of this car and the identity of its makers will not be divulged until just before the New York show.

Building Up Interest

"That the advertisements of the car which will follow this announcement may be accorded the importance that they deserve, even though unsigned, we make the following statement:

"The new car is built by an old-established automobile organization, thoroughly experienced both in manufacturing and in retail merchandising. The company is financially sound and reliable, with ample capital, and a personnel of the highest reputation.

"Dealers who may become interested are assured that any inquiries made to the manufacturer, through this publication, will receive prompt and courteous attention."

The advertising appeal to dealers was specific and impelling. We showed pictures of the new motor, told about its design, and backed this with a statement by the chief engineer of the new car. This statement, like the entire advertisement, was unsigned until the last December issue when the name of the car and the name of the writer of the statement were given. This statement said clearly that the motor was a decided advance toward the common goal of greater simplicity, maximum efficiency and elimination of vibration. It told of the men associated in the designing, and pointed out that while the motor in some ways appeared radical it utilized only

tried and sound principles. The appeal was plainly made.

When the entire car was shown, the distinctiveness of the new body was played up. This statement, from one of America's leading designers of custom-made bodies for high class domestic and foreign chassis, shows how we got the beauty appeal over to the dealer:

"In an international experience extending from the inception of the automobile, I never before have had presented such an opportunity for legitimately 'hanging a car on the ground.'

"The chassis construction of the new car has permitted us to approach very closely to the ideal in motor car proportions. The result is a car of very distinctive appearance, yet free from any suggestion of freakishness, whose lines and contour are exceedingly smart and, by their directness, suggestive of smooth, straightforward speed.

"No sacrifice of either legroom or headroom is made; on the other hand, the low center of gravity must greatly add to the comfort and safety of the passengers."

Direct Mail Coordination

Such statements, added to those of the publisher, at once showed that this mystery car was a high-class product in which the prospective dealer could have confidence. This, of course, was a point which we had to be certain to put across forcefully and which was hard to do in a campaign such as ours.

We backed this trade paper effort with direct mail literature. This was comparatively simple, consisting of mail pieces, principally the advertising inserts themselves with the manufacturer's name not given and the material going out in the publisher's envelopes, in which the dealers of a selected list of better grade cars were invited to send requests for any further information.

The returns from our blind announcements brought expressions of interest from many of the country's best and highest rated distributors. From many distributing centers heretofore considered very difficult to close, there came as many as three and four requests from very desirable prospects.

Which made the process of picking and choosing a relatively simple matter. We got dealers from the inner circle; the appeal reached the desirable distributors, not the fringe.

After the announcement in magazines and in daily newspapers of the name of the maker of the car and after its presentation at the New York show, actual orders on our books by the end of February, as I have already said, were for 2,093. This was approximately six million dollars' worth of business, and was not to be confused with the usual form of dealers' orders. These were for immediate delivery, as we did not accept a single order for delivery after April 1.

A Lasting Influence

It may well be thought that part of this business was due to our general advertising campaign, which was very successful, but when you consider the fact that we did not have a single announcement of the car itself prior to January 9, excepting in business papers, we all feel certain that the great interest and demand developed at the automobile shows was due entirely to the campaign in the business papers. And the impression we succeeded in creating through these advertisements seems to have had a lasting influence on the trade, because today the dealer organization is 500 per cent greater than when we started.

Editor, "Sales Management":

If you have any spare copies of the editorial entitled, "The Snare of Competitive Prices," we could use approximately 1,000 or 1,500—it was a mighty good editorial.

So were two other editorials of yours in recent issues—we liked the one very much in which you emphasized the importance of buying quality instead of junk—it was the editorial entitled, "What Is Wrong with the Retail Business?" We have used this editorial in one of our issues of "Trade Winners" because it hit the nail on the head. We also liked the one we read in your last issue, entitled, "Pin Your Faith on Quality—Go Slowly in Cutting Prices." We are sending a reproduction of this to all of our salesmen this week.

Dartnell Man Takes a Swing Around Vienna With Native Salesman

Phil Salisbury Forsakes Wienerschnitzel and Goulash Long Enough to Write About Opportunities for American Products in Central Europe

By Philip S. Salisbury

A LOT of pity has been poured out on the Austrians, whose country has been so dismembered that there's little left of it besides Vienna, but the biggest weeping towel of all should be procured for the local agent of the Chrysler car, who told me his troubles a few minutes ago as he drove me back to the hotel (bless his soul—it has been raining for two days and I couldn't find a taxi); due to Austrian government restrictions, he can sell only two cars every three months, and yesterday he sold four Chryslers! So for six months he will have to keep his beautiful show rooms open without being allowed to do any business.

Automobiles come under a special government ruling, which I'll explain, but all other kinds of American goods are welcomed and the tariff is reasonable. The head of the only large Austrian automobile manufacturing company is very close to the Ministry of Commerce, and he succeeded in getting a ruling put through whereby only 300 American automobiles can be sold here annually (the same restriction applies, of course, to cars from other countries), but the local commercial attache of our own Department of Commerce thinks the ruling will be modified. Even now American cars are much in evidence. Chryslers and Cadillacs are sold in magnificent show rooms on the Ringstrasse and on the same street which the Viennese claim is the most beautiful in the world. I saw agencies for Ford, Essex, Auburn, Cleveland and Dodge. Probably there are others which I didn't notice. The first day I was here I went on a sightseeing trip in a G. M. C. motor bus.

Austria economically isn't very important any more, but Vienna is an ideal distributing and sales point for a dozen countries in the Balkans and Near East. It has staged a gallant "comeback" in many ways. Their currency is absolutely stable—has been about

seven shillings to the dollar for nearly a year and a half—and they closed the last year with a large surplus. The same thing applies to the city of Vienna, which is, incidentally, the largest city in the world under socialistic rule. The city not only owns and operates all



Austrians favor American wares, the writer of this article reports. This window, on one of the principal thoroughfares in Vienna, features Gillette safety razors.

of the public utilities, but has its own slaughter houses, a number of truck farms and several thousand apartment houses which are leased to workers at very low prices. As one of our own government officials said this morning, "I don't approve in theory of many of the things they are doing, but the system works." He said there had been a stream of New York bankers coming in here trying to lend money to the Vienna city government—but only to find that the city always had a large surplus and never had to borrow from the banks.

American Products in the Field

American goods are in evidence everywhere. Austrians like the Americans, for one thing, and for another, they think our wares are better than others. Colgate's representative told me that Austrians will pay 42 cents for Colgate's Shaving Cream when they can get a very good local brand for 7 cents. I'm sending you a photograph which illustrates the point. It shows a store on one of the best Vienna streets and Gillette, Colgate, and Auto Strop are featured in the windows. Look carefully at the Gillette window and you'll see at the top the Stars and Stripes. The owner of the store stuck the flag in on his own initiative, because he knew it would help to sell more American razors, and the Gillette folks have had to issue a special letter telling the merchants that they must not use the flag in this way.

Gillette has a big office here and is working the field direct. So are Kodak, Armour, Swift, and, of course, International Harvester. Most of the American companies work through exclusive sales representatives. There are some very good ones here and any of our subscribers can get a list of specially recommended ones by writing to the United States Department of Commerce, Bosendorfer

Strasse 13, Vienna 1. I had a long talk yesterday with one of them—an American named William Salzman, who has the representation of Colgate, Cutex and Pro-phy-lactic and who is also the local representative of the American Manufacturers' Foreign Credit Underwriters' Association. He is a very good man to use on try-out and test campaigns. His address is Adlerstrasse, 12.

Whoever the Waterman representative is, he has done a good job in getting the Waterman name plastered all over the city, but when I came to buy a pen I couldn't find one which satisfied me. I lost my Parker in Florence, and decided to buy another American pen here, but after going in one stationery store after another—more than a dozen in all—I couldn't find a single Parker, Wahl, Conklin or Sheaffer, and the few Watermans actually for sale were (at least, so they seemed to me) of an inferior grade compared with what we get at home.

I said that Vienna was a good distributing point for a large slice of Europe. It is for several reasons. First, geographically. Second, American firms can get "Free Port" privileges. They can bring their goods direct to their own warehouse—or a bonded government warehouse if they prefer—and pay Austrian duty only on those goods actually sold here. Those transshipped to Hungary pay only the Hungarian duty, etc. Third, the Austrians and Vienna are popular in the other countries.

Mr. Salisbury has been in Europe for the last three months, on a combined business and pleasure trip. This is the first of several letters which he will write from various European countries, pointing out opportunities for American manufacturers and commenting on Continental selling practices. Mr. Salisbury first visited the French African colonies, then crossed to Italy where he spent a month. This letter is dated at Vienna. At the present time he is in Germany visiting the Rhineland industrial centers. Before returning in September, he will report on conditions in Switzerland, France, the United Kingdom, and the Irish Free State.

Many firms whose factories are in Czecho-Slovakia, Hungary or Jugo-Slavia have their head offices in Vienna. The Poles and the Czechs dislike the Germans.

One American firm which had been selling Poland from Berlin was able to multiply sales a 1,000 per cent in that country by the simple expedient of selling from its Vienna office. There have been so many changes in all these countries since the war that I was very hazy as to populations, so I dug up the information. These are countries which are logically sold from a Vienna office or through a Vienna distributor who has a good sales force. The countries and their principal cities:

The Size of the Market

Country	Population
BULGARIA	4,861,000
Sofia, cap.	154,000
JUGO-SLAVIA	12,017,000
Belgrade, cap.	112,000
Zagreb	108,000
ROUMANIA	16,262,000
Bucharest, cap.	520,000
POLAND	27,375,000
Warsaw, cap.	931,000
Lodz	452,000
CZECHO-SLOVAKIA	13,602,000
Prague, cap.	677,000
GREECE	6,000,000
Athens, cap.	293,000
Salonika	170,000
HUNGARY	6,000,000
Budapest, cap.	900,000
ALBANIA	800,000
Tririna, cap.	20,000
TURKEY	15,000,000
Constantinople	1,980,000
Angora, cap.	150,000
DANZIG (free state)	300,000
AUSTRIA	6,500,000
Vienna, cap.	2,100,000

The combined population of the eleven countries is about equal to the United States, and the territory is fairly compact. Rail service between the principal centers is excellent, and traveling costs considerably less than we are accustomed to. Yesterday I was in the office of the manager of one of the American companies when his book-keeper brought in a bunch of checks to be

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It is not the policy of Canada Dry to take legal action unless its trademark rights are definitely infringed. Thus far only one of the products in this group has been enjoined.

How 8,000 Imitators Contributed to Canada Dry's Success

Another Case Where a Tribe of Copy-Cat Pirates Played a Losing Game With an Established Concern

By Roy W. Johnson

IT SOUNDS incredible, but I am assured that it is a fact, that since Canada Dry Ginger Ale made its first appearance on the market in the spring of 1913, the Confraternity of Copy-cats has produced considerably more than 8,000 imitations, many of which have had the additional distinction of being infringements. Reduced to averages, this comes pretty close to a record of ten new ones per working day since the company started to do business, which is pretty fast work even for copy-cats. And at that, the figures include only the imitations that the company happens to have heard about. There doubtless have been others. Indeed, with respect to copy-catting, the company has been in much the same position as the big cowboy who came upon a tenderfoot cleaning and oiling up a brand new mail-order pistol. He watched

the proceeding for a while, and then gently inquired:

"What is it that you call that thing, now?"

"That's a gun," from the tenderfoot.

"A gun? Well, all right, mister. But this is fair warning that if you ever shoot me with it, and I find it out, you'll get a good kick in the pants."

The copy-cats, in other words, have not succeeded noticeably in interfering with the progress of the company, which sold last year something in excess of 50,000,000 bottles of the product. They have, however, attained a quite considerable degree of success in clawing the daylights out of one another. In all probability the service that they render in this delightful occupation more than offsets the damage they do to the product they

are trying to imitate. At any rate, the company has found it necessary to institute very few lawsuits. The rate of mortality among the copy-cats is so high as to make it scarcely worth while to ask for an injunction.

Now of course it must be clearly understood that by no means all of these 8,000 odd imitators are to be classed as deliberate infringers. It would scarcely be fair to imply that every concern that put out a "Pale Dry Ginger Ale" was tainted with the odor of fraud or false pretense. The public taste for a drink of that character has been demonstrated, and there is certainly no good reason why a bottling concern should not take any legitimate advantage of it. Imitation to the extent of producing what the public wants, instead of something that it does not want, is certainly legitimate. It is certainly not in

the public interest to give the Canada Dry outfit, or anybody else, a monopoly in the production of the commodity.

But it is also certainly within the power of any producer of dry ginger ale to distinguish his product from Canada Dry. He has the world to choose from in the adoption of a name for his product. He has an extremely broad field of choice in the shape, color and design of his labels. There is no law that compels him to adopt a bottle of a certain shape, size and color. He can certainly avoid confusion if he feels like it, and if he does clearly distinguish his product from any other similar piece of merchandise, this article does not apply to him. If the coat fits, he can put it on. Otherwise, there is no occasion to worry about it.

In other words, I am not aiming any bricks at legitimate competition, and in the course of several interviews I have not seen any indication that the company objects to it. It is, however, quite impossible to draw any definite line to mark where legitimate competition ends and copy-catting begins. The readers will have to draw the line for themselves.

It is to be regretted, I think, that the company does not possess a complete collection of copy-cat productions. They would serve no practical purpose, perhaps, but the student of business morals in the twentieth century might find them of considerable interest. As a matter of fact, that assortment of bottles in serried ranks shown in the illustration is only a part of the total output of the copy-cats, and represents for the most part the latest born.

Most of the early

This cabinet contains a few of the "Pale Dry Ginger Ales" that have sprung up since 1923, ranging all the way from the rankest infringement to the entirely legitimate and harmless. Even a

examples of what might be called copycatiana were smashed when the shelf on which they were displayed broke down, and nearly beaten the president of the company, who was seated underneath. Speaking of ginger ale baths! Most of the smashed productions could not be replaced, as the producers were already out of business and forgotten, but enough have been accumulated since to provide at least a running commentary on the copy-cat mentality. Chiefly they illustrate how highly successful the copy-cats are in making their products resemble one another, and in emphasizing the fact that there is one genuine article that stands out like a house afire.

Perhaps the most conspicuous and obvious feature of the collection is the apparent unanimity of the copy-cats in choosing a green bottle as the only appropriate container for a product that is about to challenge the world on its own merits.

Curious coincidence that, for hundreds of concerns scattered all across the length and breadth of the country. More curious still, the great majority of the bottles

are of precisely the same shade of green. Not only that, they are the same size and shape. Miraculous coincidence? Not at all. For it happens that an extraordinarily large number of these bottles are Canada Dry bottles. Why go to all the labor and expense of imitating a bottle, when you can buy the bottles themselves from the junk man?

It is a fact that just about 90 per cent of the imitations of Canada Dry are sold in Canada Dry bottles. The company could readily enough put a stop to this by blowing the name in the bottle, if the matter was important enough. But it isn't. The copy-cat is likely to think that the company is lying awake nights worrying over what he is going to do to it, while the company isn't even interested enough to take his little green bottle away from him.

It is cheaper for the company to use new bottles than it is to redeem and clean the used bottles (besides being considerably more sanitary), and many dealers regard the bottle redemption business as a nuisance anyway. On the other hand, the copy-cats afford a steady demand for the bottles, and those dealers

who like to pick up small change in the bottle business can do so.

The depredations of the copy-cats are not serious enough to offset the advantages in providing a ready market for the bottles. The individual copy-cat as a rule doesn't last long enough to do any particular damage, while new candidates for copy-cat diplomas keep coming fast enough to keep the junk dealers well supplied with prospects.

As I have said, the
(Continued on page 92)

black and white photograph can show, however, the general agreement as to size, shape, and color of bottles, and the desirability of gold or silver foil around the neck.



Increasing the Variety of Products Widened the Market for Bread

When Prosperity Began to Disagree With the Bread Business, the Milling and Baking Interests Found Ways of Getting the Public to Eat More Bread

By Maurice Coates

AS THE measure of prosperity increases, people begin wearing silk instead of cotton. They buy their candy at the drug store instead of the five-and-ten. They buy Chevrolets in place of Fords.

The effect of this trading-up influence of prosperity would hurt some businesses more than it does were it not for the fact that each time a strata of the population is moved up into the Chevrolet standard-of-living class, another strata is moved up from the no-car class to the Ford standard.

But this upward movement in general buying power does not especially help those products that are most largely consumed by the strata of the population that has the lowest buying power. Bread is a good example of such a product. It is an elemental necessity. The very poor may live almost entirely on bread.

However, as the buying power of these persons increases, their per capita consumption of bread is wont to fall off. They are likely to spend a portion of their increased income for a more varied and more luxurious diet. To be sure they still eat bread, but not so much of it as they did in their humbler days. The United States Department of Agriculture recently in investigating as to why the consumption of wheat flour in this country has dropped, hit on this same reason as the explanation. It found that workers are using their increased purchasing power, which in industry amounts to at least 20 per cent over the pre-war aver-

Any general change in the buying power of the people has an almost immediate effect on the bread business. As the country grows more prosperous, fewer and fewer people use bread as their main article of food; they no longer are obliged to subsist largely on bread, so they cast their greater incomes in favor of more expensive articles.

This situation caused members of the milling and baking industries to look about for new plans which might keep their businesses up to former levels. How they have done this by diversifying their products, advertising new varieties of breads, cakes and pastries and urging housewives to do more baking at home is related by Mr. Coates in this article.

age, to buy a more luxurious diet.

This country is now so prosperous that very few are obliged to subsist largely on bread. Nearly everyone can afford strawberry shortcake, chocolate eclairs and petite fours. This increased buying capacity of the bread-eating public has had a tremendous effect on the milling and baking industries. It has been necessary to undertake more aggressive promotion.

The casual observer might be unaware of these shifts. To him it might appear as though the industries dealing in the staff-of-life are fairly prosperous and have been going ahead as have most American businesses. What I have been saying about prosperity cutting down the per capita consumption of bread may appear to be inconsistent with the colossal mergers that have been taking place in the bread business. The explanation is that these mergers are one of the shifts that the new conditions have made necessary.

Despite these consolidations, the baking business is still mostly made up of very small enterprises.

Carl L. Alsberg, director of the Food Research Institute of Stanford University, recently published a study of the baking industry which shows that while the business is composed of a large number of small units, the tendency is towards centralization, just as it is in most lines. In 1919 there were 25,000 separate baking companies in the country. Their average sales for that year were only about \$46,000. Forty-

seven per cent of these bakeries had a volume that ranged between \$5,000 and \$20,000.

Probably the number of these separate bakeries has not decreased any since 1919. There are about as many small local bakeries as ever and of course the large enterprises have grown both in number and in size. The only change that has taken place is in the character of business that the small bakeries are doing. Originally bread, in the form of loaves, was their principal product. Gradually, though, small bakeries have been losing this business. The production of loaf-bread has become a large scale manufacturing proposition. Incidentally this explains the existence of the big companies. The small bakeries, in the meantime, have survived by developing specialties, such as rolls, buns, cakes, French pastry, etc.

The greatest shift of all that has been taking place is in the commercialization of bread making. Originally all baking was done in the home. But the home industries have been declining for a

hundred years. By 1901 only two-thirds of the bread consumed in the United States was made in the home. Already one-third of the nation's bread supply was being purchased from the commercial bakeries. Since 1901 the pace away from the home has been even faster. Today, it is estimated, we get two-thirds of our bread from bakeries. We have in this fact a final explanation of the apparent inconsistency between the supposed decline in per capita consumption of bread, and the very obvious prosperity of the baking industry. The bakers have been gaining what the family kitchens have been losing.

This shift away from the home has hurt the milling industry. For many years flour millers have been directing their merchandising to the housekeeper, making her conscious of their brands and endeavoring to get her to use their products in her baking. But now with two-thirds of the nation's bread and a large portion of its other flour products being purchased from commercial bakeries, it would seem as though the millers are no longer in position to cash in on their past promotion efforts: Flour loses its brand identity in the baking process. Anyway, the bakeries are likely to buy more on price than they are on brand reputation.

Developing Selling Strategy

Fortunately the millers, and when I say millers I should also include baking powder and yeast manufacturers, have not found this situation altogether hopeless. They have been able to meet it through these three different pieces of selling strategy:

1. By getting women to do more baking at home. It is probably useless to get them to bake their bread, but it is possible to induce them to bake more cake, pastry, cookies and numerous other dainties.

2. By building good will with the commercial bakeries by telling them how they can increase their business by offering bread, cakes and pastries in new varieties.

3. By adding new products to their lines, such as pancake flours, breakfast foods, packaged desserts

and other foods which can be sold through the retailer direct into the home.

This gigantic selling effort on the part of millers and the manufacturers of other food ingredients is not only readjusting the merchandising of the industry to fit the new conditions that have arisen in it, but it also is doing much to offset the decline in per capita consumption of bread, due to the prosperous state of the country.

Not long ago the Department of Agriculture made the following recommendation:

Advertising Copy that Pulls

"Children tire of plain bread sandwiches day after day, and often will eat more bread if different kinds are served. Bread baked in a new form, as for example, a twist or a French loaf, or light rolls, or bread of a different flour, such as rye or whole wheat, or small breads, such as graham muffins, cornpone, or biscuits, or some of the sweet breads like raisin or date bread, or buns, or coffee ring, may be introduced into the menu to advantage from time to time. Sometimes cutting sandwiches with a fancy cookie cutter, or putting two kinds of bread together, as in 'checkerboard' or 'ribbon' sandwiches, will increase a child's relish for them. Some of these breads which offer a change may be made at home, and some may be more conveniently bought. The main thing is the variety."

That in a nutshell is exactly what manufacturers catering to the baking industry are doing. They are suggesting that flour products be offered in an infinite variety of fascinating forms so as to tempt jaded appetites. What the Department of Agriculture says of children applies to adults as well. People tire of just bread, but if you give them the same dough in another shape, they will eat it with as much relish as if it were an entirely different product. For instance, pancakes and waffles may be made of exactly the same batter and yet how different they taste. Many persons are fond of waffles and claim not to like pancakes at all.

"What has the shape of a cracker got to do with its flavor?" recently asks the Loose-Wiles Biscuit Company in one of its newspaper advertisements. And then answering its own question, it goes on:

"—a whole lot, as every housewife who has ever baked a doughnut or an angel cake knows!"

"Shape is just as important to the twisted pretzel as to the heavenly angel cake."

"And it is just as important to the new Sunshine Soda Cracker, which has a special shape all its own—for a reason."

"As you can see from the picture to the right, they are baked in a huge sheet, and each V-cut forms a series of perforations. It is through these that the heat goes, and so, quickly envelops the whole bake. It is this speed and thoroughness of baking that develops the true, delicious goodness of the wheat in this new and fine tasting soda cracker."

There are many advertisements on this bread theme in present-day publications. Everyone is familiar with the fascinating spreads in colors which the Fleischmann Company has been running for many months. The purpose of these advertisements is to let the housekeeper know that it is "now easy to serve a variety of breads." Women are told that they would not dare to serve the same meat, salad or dessert consistently day in and day out. "The same bread—three times a day—is considered equally undesirable in well-managed homes nowadays."

The company declares it is easy to vary one's bread menus today. It is possible to get a delightful variety of breads, such as whole wheat, rye, raisin and several kinds of white loaves. In addition, there are such small breads as Parker House rolls, dinner rolls, cinnamon buns, raisin buns, numerous coffee cakes, etc.

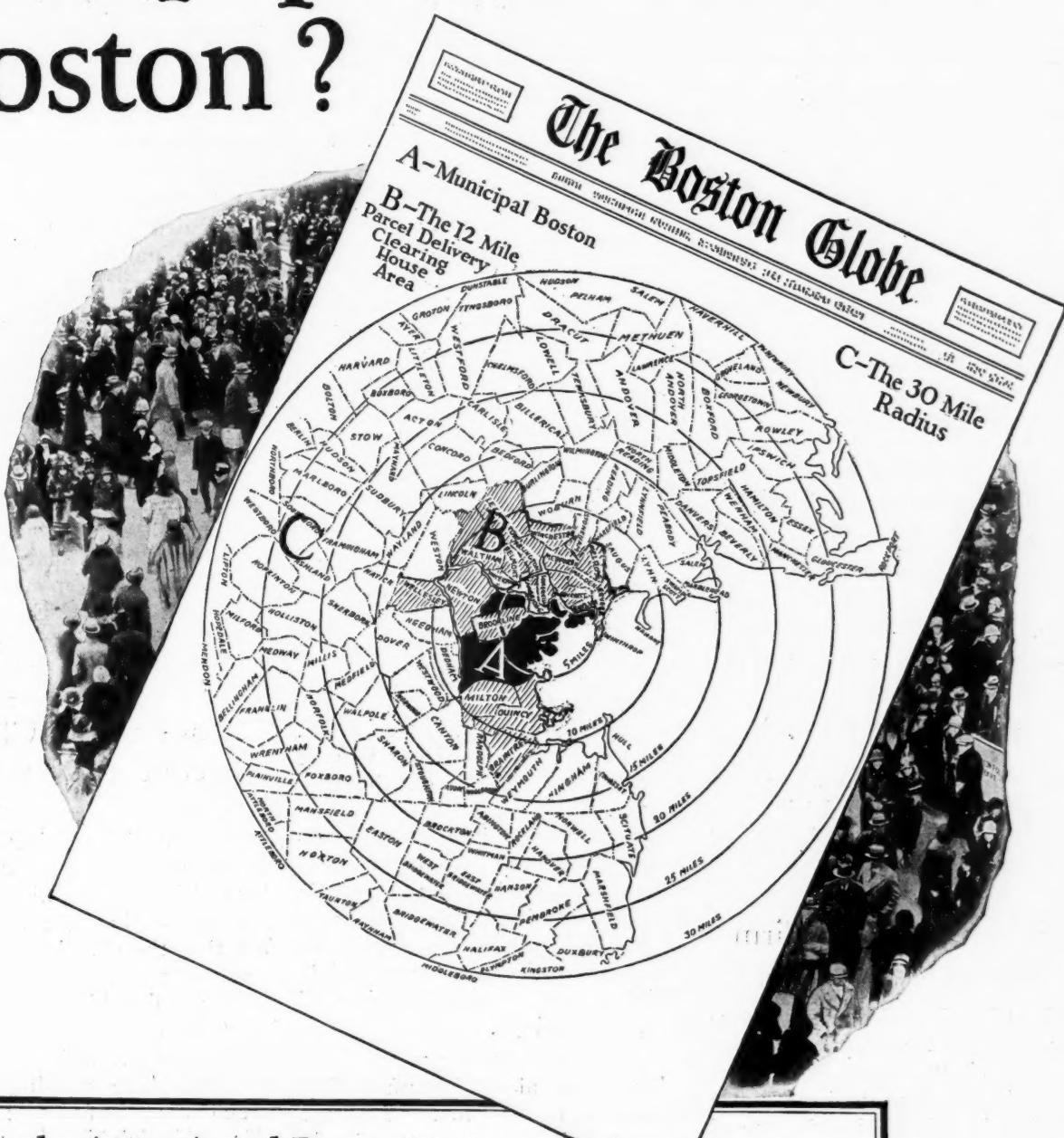
Fleischmann's Consumer Campaign

The Fleischmann Company is not trying to get the housekeeper to bake these breads. She is told to buy them from her baker. The object of the campaign is to help the baker-customers of the advertiser. It is designed to help the small baker particularly, who in most places must attain his sales volume not on bread, but on specialties. Incidentally, the Fleischmann effort helps the entire milling and baking industries because its aim is to increase the per capita consumption of bread.

Another campaign is to encourage the public to get greater variety into its bread shapes is that of the R. B. Davis Company, of Hoboken, New Jersey, manufacturers of Davis Baking Powder. For some time the company has

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newspaper values Boston?



In the Areas A and B,
Boston's 12-mile Trading Area, are

64% of department store charge accounts
74% of all department store packaged deliveries
61% of all grocery stores
57% of all drug stores

60% of all hardware stores
57% of all dry goods stores
55% of all furniture stores
46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday.

The Boston Globe

The Globe sells Boston

Cash Prizes Included in Harvard Awards

An award of \$2,000 will be given for the first time this year as a part of the Harvard Advertising Awards, for the advertising campaign of the year coming under the consideration of the Jury of Award as the campaign most conspicuous for the excellence of its planning and execution which seeks publicity for industrial products primarily through the media of industrial, trade, or professional journals.

Industrial products seeking publicity through general popular magazines may compete for the award of \$2,000 given for the best national campaign, either of an institutional character or devoted to the advertising of specific products.

The awards also include prizes for local campaigns, and a new feature of the awards this year is a special award of \$2,000 for a local campaign executed in cities of 100,000 population or less.

Four prizes of \$1,000 each are offered for individual advertisements most effective in use of text, most effective in pictorial illustration, in combination of both, and in typography.

Eighty Year Old Firm Begins to Advertise

The Church and Dwight Company, Inc., of New York City, for the past eighty years has manufactured the Arm and Hammer and Cow brands of bi-carbonate of soda, but until recently had never employed national advertising in any form. Having placed its account with Dorrance, Sullivan and Company a short time ago, however, it has developed a six months' newspaper campaign throughout the New England states, featuring the many uses of its baking soda.

The Pedlar People, Ltd., of Oshawa, Ontario, is featuring its expanded metal lath in a newspaper series confined to the Toronto district. The campaign is being directed by Norris-Patterson, Ltd., Toronto advertising agency.

1926 Constructing Runs Ahead of 1925

Total construction contracts awarded during the first five months of this year were 17 per cent over the corresponding period of 1925. The total was \$2,565,366,100, as reported by the F. W. Dodge Corporation.

The total for May alone showed an 8 per cent increase over the same month last year. Contemplated new work in 37 Eastern states east of the Rocky Mountains, amounted to \$792,769,000, which is 9 per cent better than May, 1925. Activity in residential buildings and public works is a feature of current building, according to several recent reports.

Photo-Engravers to Meet at Detroit

The thirtieth annual convention of the American Photo-Engravers' Association, which will meet at the Book-Cadillac Hotel in Detroit July 22, 23 and 24, is expected to be the largest gathering of photo-engravers ever assembled. E. W. Houser and Louis Flader will be the feature speakers on the program.

Of particular interest to publishers, printers, advertisers and others connected with the graphic arts industry will be the exposition of presses, machinery, apparatus, chemicals and all other materials which enter into the making of photo-engravings.

The Buttonlath Manufacturing Company, manufacturer of patent plaster lath and gypsum tile, is covering the Pacific Coast in architects' magazines, plasterers' journals and home-builders' publications, supported with direct mail literature. The California Metal Enameling Company is conducting a coast-wide campaign on "Cameo" porcelain refrigerators, and the Brownstein-Louis Company is advertising Hendan shirts nationally in trade publications. All of these accounts are served by the Mayers Company, Inc., of Los Angeles.

The Capitol Silk Corporation has appointed the Wildman Advertising Agency, of New York, to direct its advertising.

Commission Limits Use of Word "Cocoon"

The Federal Trade Commission has decreed that the Cohn-Hall-Marx Company, of New York City, must discontinue to furnish to its customers, to be affixed to garments unless such garments are made of silk, labels in which the word "cocoon" appears unless accompanied by the words "all cotton" in equally conspicuous type.

The commission found that the respondent imported from England a certain fabric made entirely of cotton known quite generally in the United States as "English Broadcloth." Such material was then sold by the respondent to manufacturers of men's shirts and other garments and to dealers in cotton goods. In connection with the sale of such material, it was found that the respondent applied to its best grade of English broadcloth the word "Cocoon" registered by the respondent as a trade-mark.

Los Angeles Club is Second to New York

At the recent convention of the Associated Advertising Clubs of the World, now the International Advertising Association, registration figures brought to light the fact that the club in Los Angeles is second to New York in the matter of membership. The Advertising Club of New York, Inc., has 2,298 members, while Los Angeles has 862. The ranking of other large clubs is as follows: St. Louis, 842; Philadelphia, 789; Detroit, 614; Chicago, 570; San Francisco, 510; Boston, 509; Providence, 435, and Kansas City, 372.

St. Louis Sales Managers Elect New Directors

Nine new directors were elected to serve on the executive board of the St. Louis Sales Managers' Bureau at an election held June 11. The following directors, who will serve three years, were named: Dr. L. D. LeGear, J. Leslie Mahl, J. S. Malone, T. R. Mara, H. C. Martin, Charles E. Michel, O. D. Norwine, A. E. Schanuel and Fred G. Seymour.

Closing 40 Per Cent of the Sales on the First Interview

Our Salesmen Discovered That Almost Half Their Prospects Would Buy After the First Demonstration If They Asked For the Orders

By Richard Wolfe

Manager, Chicago Nash Company, Chicago

EVERY salesman would like to obtain the order on his first interview with a prospect. His eagerness is comparable to that of the golfer who is anxious to sink his ball on the first putt after reaching the green. For the most part, however, this desire to close on the first interview has been nothing more than a desire; few automobile salesmen have the courage even to ask for an order before the second or third interview.

Our increase in sales for the last ten months has been 42 per cent over the corresponding months of the previous year. April was the biggest month we ever had in actual delivered business in Chicago and Cook County up until May, when we again broke all records. This substantial gain was, in a measure, due to several interesting sales contests we promoted, but I think it was made possible to an even greater extent by following out our new policy of encouraging the salesmen to close on the first call.

Analyzing the Calls

Before attempting to put this policy into practice, we first made a careful analysis of our calls, the character of our prospects and our daily activities and follow-ups. Each day's work was recorded on our quota board, and at the end of the month each salesman was able to take his own inventory, analyze his work intelligently and set up his own task. As a result of this check-up early in the year, all of us learned there was room for a great deal of improvement in our methods of handling the prospect on the first visit. There were too many postponements and delayed demonstrations.

After several weeks of careful observation, we decided upon a plan which would lead the purchaser through the various stages of a demonstration in a single interview and would give the salesman five opportunities to ask for an order before holding the buyer over for a second call. We instructed the men to go on the assumption that their prospect is not interested in the mechanical features of an automobile, so they first make an appeal to his appreciation of good appearance by pointing out the body lines and other easily recognized features before calling attention to specific details.

Centering Attention on One Car

When a prospect walks into the showroom of his own accord, or is brought in by one of the salesmen, he is first shown all the cars on the floor. If he signifies an interest in one particular model the salesman asks him to step away to a position about fifteen feet from the car and look at its well-proportioned lines, gracefully curved roof and smart and substantial appearance. If the prospect is an elderly man or a woman, he also touches upon its dignified and impressive air.

The salesman next guides the conversation around to upholstery, giving him an opportunity to walk toward the car with the prospect. He opens the door and, without waiting for questions, tells him all about the material with which the car is upholstered, emphasizing its comfort and easy-riding qualities. He suggests that the prospect get behind the wheel, where he will note the resiliency of the springs in the cushion and the rounded, comfortable back of the seat.

While the prospect is at the wheel he usually asks some questions about the instruments on the board, and from this point on, if he is mechanically inclined, he will do most of the talking. The salesman can tell how interested he is in the mechanical construction by his questions. If he doesn't continue talking about them he takes it for granted that he is more concerned with general performance and the convenience with which the car can be handled, and drops details of a mechanical nature almost entirely.

As a general rule, when the prospect gets out of the car he will step off a few paces and look at it. It is then that the salesman makes his first attempt to close. It is a mild attempt and seldom is successful, unless the prospect is a "pushover" who had already made up his mind to buy, but it stimulates the thought of buying in the prospect's mind. This is followed quickly with a talk about the motor.

Asks for Order Five Times

After explaining the general functions of the motor—the visible parts which every motorist today partially understands—he begins his talk on color, asks the prospect what he thinks of the new Duco finish, discusses its durability and makes another attempt to close the sale. If he still fails, he takes up the front axle as a unit and points out its rigid construction, leading him logically to the rear axle and disc wheels. At this point he asks for an order more forcefully, summing up his arguments and in many instances succeeding in closing the sale. The salesmen learned, greatly to their surprise, that there was no use

going further with prospects who are not particularly interested in the internal mechanism of a car; they are then ready to buy.

Should the salesman remain unsuccessful, however, he covers the mechanical construction of four-wheel brakes more thoroughly than he has touched upon any points in his sales talk, doing it whether the prospect is mechanically inclined or not, because we have found that everyone is interested in the safety and design of four-wheel brakes and wants to learn all he can about them. The salesman puts so much force into this argument that when he has finished, his prospect has no substantial reason for refusing to buy the car, providing, of course, that he is in the market for a car in our price class.

In the comparatively few cases where all these arguments are not enough, the salesman uses the offer of a demonstrating ride as a last resort. He asks the prospect to sit behind the wheel and drive the car himself as his last attempt to close the sale on the first call. It was interesting to find in our last analysis that on all sales made, our actual demonstrations—excluding a short ride of three or four blocks around the showroom—would amount only to about 3 per cent.

The Last Resort

Since we first began stressing the first-call idea the salesmen have done more business, and obtained it easier, than ever before. It enables them to make more calls, widens their interest to include every model in the line and encourages them to give more thorough demonstrations. We worked out the plan with several objects in view. In the first place, the salesman must ask the prospect for an order five times before giving up for the day. By asking for the order regularly at the close of each step in the demonstration, he avoids the wasted time of going ahead after the prospect is already sold, with the possible danger of talking him out of the notion of buying. Another advantage is that it systematizes the salesman's work by giving him a tangible

guide by which he may measure his prospect's interest.

Checking over the number of sales closed on the first workout for the month after we put the plan into effect, we found that 40 per cent of the prospects were sold without a second call. About an equal number were sold on the second call and the remainder on succeeding calls.

Every salesman must realize that when a prospect puts him off, he has to work twice as hard the next time, must repeat most of his previous sales talk, and is in danger of losing the order to some live and persistent salesman who closes on the spot. The man who closes on the first interview is repaid for his time and effort and is rarely subjected to discouragement.

Contest Moved Slow Stock

I mentioned the fact that our sales talk on the mechanical construction of the car was used only in a general way, but this was not said to encourage the salesman who believes that a thorough mechanical knowledge of his product is unnecessary. He never knows when a prospect may want to know the construction features, even to the most minute detail. Every salesman must be qualified to answer all questions correctly and promptly. By using this knowledge chiefly for the purpose of giving information when it is asked for, he impresses the prospect more favorably than he would by passing out unsolicited information; the prospect would then be under the impression that the salesman was telling him all he knew.

In connection with our first-call plan, we recently had a sales contest which proved more strikingly than any we ever held how this form of promotion will sell the slow-moving models in a line. In the middle of the spring selling season we discovered that sales of four models were lagging. As is frequently the case even in good seasons, for no apparent reason, these four models remained in stock while other cars were selling freely.

This situation is brought about largely by the fact that when the

public takes particularly well to two or three models, the salesmen sense the popular demand and concentrate their efforts on them. It is natural for them to devote their times to cars on which the sales resistance is lowest. Since we were heavily stocked with ninety of these four models, we faced the necessity of finding some way to move them without doing so at the expense of the more popular models.

Accordingly we posted prizes for the salesmen who disposed of any of these ninety cars, and within twenty days after the offer was made, every car had been sold, something that had never before been done in the history of our company. We have been confronted with the same situation before, usually in the fall after the demand for open models has begun to diminish, and while we have always managed to sell the leftover seasonal cars, we never had such success as we did this spring. With every man trying to sell on the first call to get his share of the prizes before the other men beat them to it, we almost wished we had more of them to sell. One of the most encouraging features of the plan, too, was the fact that sales over the balance of the line kept up with the record-breaking pace we had set earlier in the season.

Sold 90 Cases in 30 Days

Prizes in the contest ranged from three to ten dollars. As soon as a salesman had sold one of these ninety slow-moving cars he was entitled to a prize. We tried to dramatize the contest just as much as possible. All the reports and awards were made at our morning sales meetings in front of all the salesmen. The man who makes the final deliveries would bring white slips into the meeting for every salesman who had completed a sale on the previous day. We would inject considerable ceremony into the matter of presenting the money in order to arouse the enthusiasm of the rest of the salesmen. We made them want to be the ones who would receive the money on the following day and get in on the prizes.

Why DuPont Salesmen Use Every Tool in the Advertising Kit

No Longer Is It a Problem to Teach Salesmen That Advertising Is Good, But It Is Still a Problem to Show Them How to Use It

By William A. Hart

E. I. duPont deNemours & Company, Wilmington, Delaware

EVEN with the utmost care in preparing an advertising campaign, in explaining it to the salesmen and in obtaining their promises to use the material furnished them, I question whether more than 25 per cent of any sales force takes the trouble to put the material to the proper use in getting orders.

In the course of my work in the last few years I have called personally on hundreds of dealers in various lines of business. I have happened on numerous occasions to be present in stores when salesmen were attempting to sell the dealer. In no instance that I can recall have I heard a salesman make the best use of his advertising story. In many cases he either forgot entirely to mention the advertising support of his product, or mentioned it only casually after the sale had been made, or lost.

The "Follow Through" Counts

On the other hand, I have gone out with salesmen expressly to listen in on interviews. In such cases I have heard many fine sales talks that capitalized the advertising to the fullest extent. This is, of course, particularly true of specialty salesmen who have been intensively coached on a merchandising story based on advertising.

The point I want to register is that the enthusiastic reception of an advertising campaign is not enough. It is the "follow through" that counts. No matter how fine a drive you get off the tee, it is your strokes on the green that win or lose the hole.

In the DuPont organization we are particularly fortunate in having

a management that believes, not only in advertising, but in selling that advertising and keeping it sold to each individual salesman. This is true from the top down.

Only recently one of our district managers returned from a trip through the South with the news that he had succeeded in closing a particularly desirable account. Asked what he had done that the salesman in the territory had overlooked, he smiled and explained that for one thing he had purchased current copies of magazines carrying our advertisements and laid them before the dealer as tangible evidence of what DuPont is doing to give its products a quicker turnover for the live dealer.

Using the Proposition Book

The same district manager is particularly aggressive in checking up on the salesmen in their use of our "proposition book" or prospectus. From time to time this district manager examines the books of his salesmen to determine whether they show evidences of constant use. If a book has the appearance of being used by the owner only as a souvenir, the salesman is called upon for an explanation. He is reminded that its purpose is not decorative but to help him increase his sales.

Again, this manager never overlooks an opportunity to call the attention of his salesmen by letter or in the regular bulletin, to specific instances of how the other fellow has made a good sale through effective use of his "proposition book."

Our activities in this direction center around our annual sales convention, which is usually held in July or August. Following this

our salesmen are prepared to go out after the heavy fall business with the knowledge and enthusiasm gained at the convention still fresh in their minds.

Particularly noteworthy was our convention last year. We called together both our eastern and western forces for a two-day meeting devoted entirely to merchandising. The keynote of the event was "opportunity." The basis for this was a scientific analysis of the opportunities of each salesman for developing his particular territory. The program was planned with the aim of having every address and every session hinge on this one idea from one angle or another.

For instance, the first speaker reviewed the historic background of the company, and the progress made to date, and explained to the salesmen the comprehensive analysis which had been made of each territory for future development.

Introducing a New Sales Help

Other speakers discussed market opportunities, explained the opportunity for salesmen to cash in on the extensive advertising campaign, and outlined from an engineering audit standpoint the opportunity offered the dealers to take advantage of the national and local advertising programs.

At the psychological moment during the program—a time carefully chosen beforehand—a salesman jumped to his feet and said: "This is all very well, but when are you going to give us the tools which will allow us to cash in on these opportunities you have shown us?"

Immediately the sales portfolios or "proposition books," as we call them, were distributed. These

From an address before the Paint and Varnish Advertising Men, Philadelphia, Pennsylvania.

contained the complete story. They had proofs of our magazine and newspaper advertisements and other material to help the salesmen. To give an added value in the eyes of the salesmen each book was numbered and carried the name of the man to whom it was issued. He was informed that the portfolios are subject to recall.

The "proposition books" carried out the keynote of the convention. They presented in as condensed a form as possible the paint-selling opportunities in each territory and town.

Every salesman was asked to write a letter to the main office, taking as his subject: "What I got out of the convention and how I can apply it in my territory." Prizes were offered for the letters which showed the best understanding of the aims of the convention and their practical application in sales work.

Capitalizing Every Sales Point

Only a few years ago the majority of salesmen were antagonistic to advertising. This was probably due to two main causes: ignorance of the real function of advertising; and over-emphasis by the advertising men of the part played by advertising in making sales.

The problem then was to sell the sales organization the idea that advertising was a good thing—that it helped to break down sales resistance and increased the importance of the personal sales effort.

Time and effort have practically done away with this attitude on the part of salesmen. We have a different problem today: that of getting the sales force to utilize every selling angle afforded by a well conceived and carefully executed advertising program.

There is no question but that in our organization everyone of our salesmen is now sold on the power of advertising; particularly DuPont advertising.

As much as we of the advertising department would like to take the credit for this "sale," we can hardly do it with honesty. The fact is our salesmen have seen a practical demonstration in their

respective territories of the force of advertising and publicity. In Duco we have a unique example of a name that became well known almost over night. The situation was ideal and while we may have overlooked some opportunities, it was not because we were not on the lookout for them and ready to use them for all there was in them.

Duco was first announced in advertising in March, 1923. The first ads look crude to us now as we review them. The news element was the big feature and the advertising was deliberately designed to resemble a sensational news story. Just what part the advertising, the waiting market and the merits of Duco itself played in the astounding success of Duco will always be a moot question. We are not particularly concerned, but we are glad to have had the opportunity to be in at the inception of this campaign to launch a new and remarkable improvement in finishing materials. The market development has been nothing short of marvelous, and at every point advertising and sales promotion have been called upon to play their parts.

Promoting a New Product

With the background of three years of advertising of Duco as a much-to-be-desired finish for automobiles, furniture, and other articles requiring not only an enduring but a beautiful surface, it was natural that before brush Duco was put on the market our salesmen should have had calls for it. They were asked by jobbers and dealers: "When are you going to let us have Duco which can be sold for use in the home?" This and similar questions were frequently put to our salesmen. They could not help recognizing that it was the force of advertising and publicity that was creating a public and trade acceptance of Duco in containers to be sold over the retail counter for handy home uses.

Naturally, then, when we announced that we were ready with the product, our sales force knew it was not a question of selling Duco in this new form but of getting deliveries on it. But what conclusions can we draw from our

experience in selling the advertising program to the sales force?

For one thing, it is certain that our problem is not, as it was a few years ago, to convince the salesmen that advertising is working for them rather than against them. We can assume that that phase of the matter is disposed of. Our problem, then, is to get each individual salesman to put his firm's advertising to the best possible use in increasing the number and quantity of his sales. It would appear that to accomplish this we must not only arouse his interest and enthusiasm at conventions and sectional meetings, but must keep in touch with him the year around to make sure that he cashes in on the information and enthusiasms he carried away from the convention.

The Salesman's Cooperation

The extent to which this can be done through district sales managers depends upon the organization of the sales force and the character of the managers themselves. It is easier to convince the district managers of the direct value of advertising to the individual salesman if the management at the top believes in it wholeheartedly. If the heads of a concern give their hearty endorsement, the work of keeping the advertising program sold is considerably reduced.

It should not be hard to convince the management, which is appropriating thousands of dollars yearly for advertising, that its effectiveness can be greatly increased if thoroughly coordinated with the sales effort.

After we have the cooperation of the district sales manager we must assist him in every way possible in keeping his men convinced of the value to them personally of the advertising program. As I have indicated, we have found that a manager who takes pains to learn whether his salesmen are using the advertising material furnished them, and who keeps them informed of what the other salesmen are doing with it, is probably the strongest single force in the solution of our problem.

Of course, the manager can do this part of the work effectively

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C. K. Woodbridge Re-elected Head of International Advertisers

TWO thousand five hundred advertising men in their convention, June 19-25, at Philadelphia, ratified the change of name of their association from the Associated Advertising Clubs of the World to the International Advertising Association, re-elected Charles K. Woodbridge president, and selected Denver as the next convention city.

Rapid growth in club development in other countries led to the change of the name. "Advertising men," said Mr. Woodbridge, "have come to a clearer realization that trade is not confined to state, national or continental boundaries."

A movement to educate the public to appreciate the true status of advertising was started. In introducing this movement W. Frank McClure, chairman of the national advertising commission, said:

The Cost of Advertising

"The public generally has a notion that advertising is an extra cost. This is something that we must take up. We must show how advertising reduces costs rather than increases cost. We must show the part that advertising has played in raising the standards of health and sanitation throughout America, the part that it has played in giving Americans the best teeth of any civilized people in the world, the part that it has played in furnishing labor saving machinery to the homes of this country, and reducing the labor of the housewife, the factor that advertising has been in encouraging thrift and saving. That is well known to the banker, and the other day an outstanding banker of this country, Mr. Melville Taylor, president of the First National Bank of Chicago, vice-president of the American Bankers Association, who will be the incoming president at the next convention, made the statement that advertising rightly done pays for itself. It is not an expense.

"When we can get the bankers, the conservative bankers of this

country, to come to that point of view, it is time that we began to teach the entire American public some of these points that have been so long neglected.

"At a recent meeting of the National Advertising Commission in Cincinnati, the chairman was authorized to appoint a committee from the commission which would have charge of this new work and the committee has been appointed.

"Mr. E. D. Gibbs, the advertising director of the National Cash Register Company, former president of the Associated Advertising Clubs of the World, has agreed to take the chairmanship of this most important work.

Delegates were registered from many countries, including Australia, Africa, Switzerland, Germany, Great Britain, Belgium, Holland, France, and several Latin American countries. A feature of the convention was the large attendance of women, some of the women's clubs sending a large percentage of their memberships to the convention.

Klein Addresses Convention

One of the most interesting talks of the convention was the address of Dr. Julius Klein, of the United States Bureau of Foreign and Domestic Commerce. Dr. Klein, in pointing out some of the opportunities for increased export trade, said:

"There is a profound significance for the business world as a whole in this new phenomenon of the awakening buying power of economically new lands, many of them of no consequence whatever as business fields before the war or at most of only moderate possibility. Take a few illustrations at random—the imports of Colombia jumped from \$28,000,000 in 1913 to \$84,000,000 in 1925, those of Argentine from \$479,000,000 to \$801,000,000 during the same time, those of Japan from \$364,000,000 to \$1,056,000, the Philippines from \$54,000,000 to \$120,000,000, British Malaya

from \$213,000,000 to \$547,000,000, New Zealand from \$105,000,000 to \$253,000,000, Egypt from \$138,000,000 to \$288,000,000, the Union of South Africa from \$187,000,000 to \$303,000,000, and dozens of others might be cited to bring out the fact that a new world of business opportunity has come into being and that its intelligent cultivation rather than ruthless, haphazard exploitation is one of the prime responsibilities of the international advertiser as the adviser of modern business.

"Now as never before there is need for accurate, up-to-the-minute commercial intelligence upon which the strategy of international commercial operations can be based. The advertising counsellor is in a position of unique advantage to assure the accuracy of intelligence data. He above all others should be able to reassure the troubled business executive whose anxieties have been aroused by startling headlines as to financial uncertainties in Europe."

The industrial advertisers' departmentals were among the best attended of the various group meetings. This organization staged an elaborate display of industrial advertising in one of the downtown buildings. The main exhibit of advertising was held in one of the buildings of the University of Pennsylvania. Every conceivable form of advertising was displayed, the exhibits of the window display advertisers, outdoor advertisers, and the lithographers being especially notable.

Campbell-Ewald Opens Portland Office

E. T. Ewald, president of the Campbell-Ewald Company, announces the establishment of an office of his company in Portland, Oregon, to handle business in the Northwest. This is the third office established on the Pacific Coast, the others being in San Francisco and Los Angeles.

Export Sales to Latin America Show Heavy Increase

Gain of fourteen and one-half per cent reported for 1925 over 1924; Trade Commission active in coal and baking industries; other news from Washington

By Uthai Vincent Wilcox

Special Washington Correspondence

ACCORDING to the United States Department of Commerce, our exports to Latin America in 1925 reached a total value of \$880,000,000, a gain of 14½ per cent over 1924. This increase was accomplished in spite of the fact that our largest Latin American market, Cuba, was adversely affected by the drop in the price of sugar, which necessitated a decrease in their purchases from this country. With the exception of Cuba, Bermuda and Peru, our exports to every country in Latin America last year exceeded those of 1924.

The extraordinary gain in Latin American trade can be better understood by a comparison of the 1925 figures with those of the last pre-war year. United States exports to Latin America (excluding Porto Rico) were almost three times as great in 1925 as in 1913. In the latter year these exports constituted 14 per cent of our total sales to the entire world, while in 1925 they amounted to 18 per cent.

A point of outstanding interest brought out in the report is the great increase in our share of the total foreign trade of Latin America. The United States now take not only a larger proportion of the exports of the various countries in this region, but furnish a strikingly larger percentage of their total imports than in pre-war years. In Central America we have increased our share of the total import trade in every country but Costa Rica. In Mexico, the United States and Germany are holding about the same shares as before the war, while the United Kingdom has lost to other competitors. In Cuba the United States

has gained approximately 10 per cent.

In every one of the South American republics, the United States has made gains both in volume and percentage of trade. At the same time the proportion of our competitors—though not always the actual volumes of trade—has fallen. A comparison of the ratio of our pre-war trade with that of 1925 shows that in Colombia our share increased from 26.7 to 50 per cent; in Venezuela from 38.5 to 55.4; in Brazil from 15.7 to 24.2; in Uruguay from 12.7 to 26.3; in Argentina from 14.5 to 23; in Bolivia from 7.4 to 28; in Chile from 16.7 to 23.5; in Peru from 28.8 to 39.3; and in Ecuador from 31 to 40.3.

Federal Trade Commission Condemns Coal Paper

The Federal Trade Commission has taken exception to "The Missouri Coal Man," now "The Coal Retailer," because of its contents, thus entering a new field of activity. The case is similar to others, except that in this instance it is the publicity of the Mid-West Retail Coal Association that is under fire. "The Coal Retailer" has been published by the executive secretary of the association. It was distributed monthly as the confidential organ and to the members only.

However, the Federal Trade Commission found that later, when its circulation was increased, and the magazine was sent to shippers and others, that it ceased to be the confidential medium.

The respondents were charged with designating as "snow bird" coal which was sold by producers

and jobbers in carload lots to individuals, firms and corporations, excepting those using coal industrially for steam purposes, to organizations of individuals, including church members' associations, farmers under the name of farm clubs or bureaus, farmers' elevator companies and cooperative societies, and to others.

The commission charged that the trade journal was used as a medium that circulated lists of those which were designated as "snow birds." It also stated that the journal carried on a campaign against the selling of coal to those so designated.

It was further stated that the coal association influenced the J. B. Sanborn Company to designate in the Coal Dealers' Blue Book and its exchange those producers and wholesalers who came under the classification of "snow bird."

Oppose Dismissal Order in Bakers' Case

In an opinion dissenting from the dismissal by the Federal Trade Commission of the complaint against the Continental Baking Corporation, Chairman J. F. Nugent and Commissioner Huston Thompson make the statement that the action was taken without all of the commissioners being allowed to peruse or consider the proposed "consent decree" prepared by the Department of Justice and which provided the basis for the dismissal of the complaint. The action for dismissal was railroaded, it is stated in the dissent.

The Continental Baking Company was charged in the original

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The 3 R's

3.

Responsibility

The Responsibility of The Farm Journal is a tradition, conceived in strong character and reared in faithful service.

The result is a confidence which only a constancy of character and purpose throughout many years can inspire.

And this confidence in The Farm Journal—engendered by 50 years' Responsibility—is a confidence

shown by its readers not only in the publication itself, but also in those advertisers who use its columns continuously year after year with exceptional profit.

Responsibility—the third of the 3 R's—has been a vital factor in making The Farm Journal "first in the farm field," with 75.5% of its 1,300,000 circulation in the 1198 better-than-average agricultural counties.

*A Half Century of
Readability—Reliability—Responsibility*

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK BOSTON ATLANTA CHICAGO SEATTLE SAN FRANCISCO LOS ANGELES

Tell It to Sweeney—Hessel did, twice!

M EET Morris Hessel, master merchandiser. Five years in the retail fur business, out of wholesale; fifteen in this country, out of Austria; and only thirty in this world. Ten years ago, with William Weinberg and Ben Hertz, he started manufacturing fur coats. The firm knew how to make fur coats. They also had certain convictions: that a good reputation exceeded rubies, that their word outweighed gold, that honesty was the only practicable policy in a business where others sometimes assumed it wasn't. The trio is a simple partnership even now. Every check bears three signatures. Each partner bears triple responsibility.

Business from the start was good. The war came and business was better. The 1920 slump came, and business was terrible—but not for Hessel, Weinberg and Hertz. They had airtight contracts made in the spring of 1920 at prevailing prices for fall deliveries. John Wanamaker said it was time to deflate, and did so drastically. John Wanamaker was one of their customers. Morris Hessel observed the situation. A silent young man, one of his characteristic expressions is "It's reasonable." What Wanamaker's was doing seemed reasonable. So H. W. & H. adjusted all their orders to lower fall prices, or cancelled them altogether—although their pelts on hand had been bought at peak prices. They will show you Wanamaker's framed letter of commendation. This step cost \$75,000 and wiped out four years surplus.

Morris Hessel was tired of manufacturing when he couldn't control sales, and decided to try retailing. The trio opened a retail store on Sixth Avenue, corner of Thirty-seventh Street, a single frontage with salesrooms one flight down. To distinguish the store from their wholesale business, they called it Wilson's.

They started advertising through a local agency, using various papers. John Glass of The News stopped in one day, early in January 1922 and saw Morris Hessel. Hessel is one of the world's champion long-distance listeners. He thought the News rate too high, but agreed that a low rate paper might not be the best business getter. Glass asked him to test his copy, to ask customers where they saw the advertising.

Hessel tested all Spring, until the season was over. In July, he cancelled his 2500 line contract with The News, paid the short rate, and signed a new contract for the lowest rate he could get. Between August '22 and September '23, Hessel, Weinberg & Hertz

used 110,886 agate lines in The News. They drew customers by thousands, and absorbed their entire factory output. Their unit of sale averaged \$100, and still does. There are interesting exceptions to this average, however. People in the business sent their friends to Wilson's. Women who knew values came to save money. One actress bought a sable wrap for \$10,000. Her friends think it was made for her in Paris. Sounds reasonable!

Hessel, Weinberg & Hertz carried out their usual policy. The slogan of Wilson's was "Truth in Furs." Every price tag tells the name of the actual skin used and the price in plain figures. Every coat is guaranteed against defects in manufacture for one year, and the purchase includes an insurance policy against theft or loss.

The News is proud of this account, because much of Wilson's success came from The News. Morris Hessel will tell you so; 90% of all the store's advertising has gone into The News. On their third contract, between September '23 and April '24, Wilson's used 102,502 lines; on the fourth, between May '24 and February '25—111,044 lines. And last year—read on, to the

SECOND CHAPTER—A year ago, the partners decided to expand. Selling more fur coats than anybody else in New York and working Wilson's to capacity all the time, they needed more room. So they opened a new store, for a better type of business. Thirty-sixth Street, a hundred feet off Fifth Avenue—Selbert's, Ltd. The store is named from a combination of syllables in the partners' names. It was expensively fitted, newly staffed—a Fifth Avenue store throughout. They contracted for hundreds of thousands of dollars worth of new stock.

It was a serious step. "If this flops," said Weinberg, "it's back to shirt-sleeves and the bench for us." So they considered advertising very seriously—where the new business was to come from. They didn't expect it out of The News, and were even afraid to compete with themselves in The News.

They opened last August. Ten newspapers were used, with only "representative" copy used in The News.

Forty thousand dollars were spent the first month. Almost as much the second. They checked sales constantly. And found that despite the competition of nine other papers, The News produced the highest quota of sales per dollar spent. So a major share of Selbert's copy has since gone to The News. The Hessel, Weinberg & Hertz contract for both stores, from February '25 to February '26, ran 199,840 lines—

and Wilson's closed this season with a volume of more than \$900,000. Selbert's reached \$800,000 in its first year, with the average unit of sale slightly in excess of \$200. The Sweeneys can read all price tags! And if you know any newspaper which has equalled this record for productivity, we'd be much obliged to learn of it.

* * *

THIRD CHAPTER—This outfit won't be satisfied with Thirty-seventh Street forever. If some real estate man has a lease expiring in a year or so on some desirable Fifty-seventh Street store, or on the Avenue near Fifty-seventh Street, we suggest he see Morris Hessel about that time. And when the third shop starts, we know that The News will again produce a record of higher-unit sales.

If at this point we have to tell you why you should Tell It to Sweeney, the average family in New York, through The News—you're hopeless! A million circulation is an inexhaustible market for anything, including your product. The News has more than a million every day. The small page gives advertising more visibility, more reader attention, more effectiveness, less advertising competition—at lower cost. The national rate is now \$1.40 per line, lowest per thousand circulation in New York. We usually have a rate increase every Fall. If your Fall schedule isn't in our shop, please get it in as soon as possible. Thank you.



THE NEWS
New York's Picture Newspaper

25 PARK PLACE, NEW YORK
Tribune Tower, Chicago

A Sales Manual and a House Organ That Help to Close Orders

Two Plans Used by a Direct Selling Concern to Aid Salesmen in Getting More Business

By M. R. Becker

Vice President, Becker Asphaltum Roofing Company, Chicago

ACH year for the past five years our business in re-roofing homes by selling direct to home owners has shown approximately a 20 per cent increase in sales over the previous year, until, in 1925, our total annual volume amounted to \$4,000,000.

Through a sales force of 500 men operating out of 30 branch offices, we canvass home owners, selling the need for re-roofing plus the desirability of our own product. Ours is a quality roofing, and since the average sale runs close to \$150, it obviously requires a good grade of salesmanship to sell it, particularly since our competitors often can underbid us.

Pictorial Selling

It seems to us that whatever success we have enjoyed in selling roofs is due principally to the fact that our men know more about roofs and roofing than most of our competitors do.

While we have always been active in educating our men on the importance of gaining a wide knowledge of what they are selling, it was not until this year that we developed, in manual form, a sales presentation plan which embodies all of the important points that go to make a well-rounded sales talk. While the manual is still new, having been introduced only in May, we already have considerable evidence that it is to prove one of the most effective sales aids ever given our men. Of course, the men who are making the best sales records were the first to recognize the value of the new book, and to put it to use—the less successful men will have to learn how to get something out of it.

The material in the book was prepared under the direction of a man who has spent years in the roofing business. Special drawings were made to illustrate graphically the points brought out—every right-hand page in the book is a picture, while the back of the page carries a discussion of the point illustrated.

One of the important points about the beginning pages of the book is that they say nothing whatsoever about Becker asphalt roofing—they are designed merely to sell the need for a new roof. After this need has been sold, it is comparatively easy to close the sale for a Becker roof.

Our problem is this: not one prospect out of a hundred knows when he needs a new roof. He is never conscious of the need until his roof actually begins to leak into his living room or kitchen, whereas a worn roof may be doing a great amount of damage to plastering and material between walls that the home owner has no visible evidence of. These ideas are difficult to picture forcefully in mere words.

How the Manual is Used

We have built our illustrated presentation, then, to give the prospect an idea of the stages of wear of a shingle roof, show him how they rot away, or how they act as a blotter to transfer moisture to the interior of the house. Stages of decay of different kinds of roofs are discussed and pictured, and cross sections of ceilings and walls shown to give the buyer a complete picture of the importance of his roof.

This having been accomplished, the next step is to show why our plan of re-roofing over old shingles

instead of taking off the old roof entirely, is desirable. On top of this is built a sales talk showing how quality is built into Becker roofing, and how the construction and composition of a Becker roof compare with that of some other types of roofs. Another point is made of the fire hazard in the old wooden shingles, and then a series of colored photos of styles and shades of Becker roofing are presented.

We have tried to emphasize to our men that they need to use with each individual prospect, only the pages of the book which answer the particular objections that man puts forth for not buying. To attempt to use it in its entirety would result in confusion in the mind of the buyer.

A Successful House Organ

When the guide was almost ready for distribution, we called simultaneous sales meetings in our home office and all of our branch offices, for the morning of May 14, at 10 o'clock, when the plan was to be explained to all of the men. Each guide was wrapped separately and mailed to each individual salesman marked, mysteriously, "Please do not open until Friday morning at 10 o'clock." This had the advantage of injecting a bit of excitement and mystery into the launching of the new sales plan, and a good measure of curiosity had been built up about the "packages" before the meetings opened.

The new guide was well received and branch managers are following out various plans for getting their salesmen to familiarize themselves thoroughly with the material in it. Some branches are using it as a text book, taking one

page at a time for discussion in sales meetings. Before the guide had been out six weeks one branch reported, "We've had a 50 per cent increase in sales this month—whether it's to the credit of the new guide or not we can't say, but we do know that the guide is helping greatly to close sales."

As we see it, one of the big merits of the sales guide which puts it above the class of the ordinary sales manual, is that it is so simply and thoroughly illustrated. A salesman will read the ordinary type of manual and forget a large measure of what he has read, but the pictorial force of the drawings accompanying the sales points in the guide drives home the points to the salesman and the prospect alike.

Further to impress each salesman with the value of the guide—and it is an expensive leather-bound book printed on heavy stock

—we asked him to sign a receipt for the book and made him responsible for his copy, under penalty of paying \$10 if the book is lost.

Next in importance to the sales guide as a help for our men, is the house organ we call "Becker's Boiling Vat," or simply "The Vat." We spend \$8,000 to \$10,000 a year on it, and we believe the money is well invested. The Vat is printed in 9 x 12-inch size, and is made up similar to a newspaper. It is issued every two weeks, and the tone of everything in the paper is newsy.

A newsy report of activities and accomplishments in the branch offices is always included—and it's good testimony to the interest value of the paper that we have little trouble in getting these reports.

News of sales contests, with photographs of the various merchandise prizes being offered, often

form part of the contents, and at present we have a series of short articles running on Becker salesmanship, written by one of the company executives. Simple drawings, showing how to figure the cost of roofing different style buildings, are sometimes used.

One feature which has made a big hit is the reproduction, in every issue, of a commission check issued to some salesman who has earned more than \$150 for one week's work. Usually the salesman's picture is printed with it, together with a short feature story. Not only is this a stimulant to the men who are among the lower earners, but the high men take a delight in earning bigger checks just to see the resulting publicity in the Vat. Sometimes these checks pile up on the Vat editor's desk, and it is a few weeks before they are published—and it is amusing (and gratifying) to see

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The Men on the Cover

BEIJAMIN WINCHELL, the man pictured at the right on the cover of this issue of "Sales Management," is chairman of the board and president of the Remington-Noiseless Corporation of New York City. He hails from Missouri. Mr. Winchell's early business career was spent in learning the railroad business all the way from a mere clerkship in the offices of the Hannibal & St. Joseph road up to director of traffic of the Union Pacific System and president of two other roads. The Pierce Oil Corporation claimed him as vice president in 1920, and two years later he took the leadership of the Remington Company. Under Mr. Winchell's administration, the sales organization of Remington has been extended until there are now about 175 domestic branches and more than 500 branches in foreign countries.

Across from Mr. Winchell is Mr. Frank Presbrey, founder and president of the advertising agency bearing his name. Aside from his major profession, Mr. Presbrey is prominently identified with various financial interests in New York City. He is one of the "god-fathers" of the Boy Scouts of America, having attended the first meeting ever held in this country for the purpose of organization. He has been on the executive board ever since.



Summer Sales Hold Up Well After Slow-Down for Late Spring

In spite of predictions that the building industry would be checked up short and undergo a slump this year, building continues almost unabated in most sections, and in some districts is well ahead of 1925. With favorable crop outlook, better prices for livestock, and activity in oils and minerals, the country as a whole is prosperous and sales should be well maintained for the remainder of the year. Actual sales discount pessimistic reports which prevailed sixty days ago. Kansas City, Chicago, St. Louis, Rochester, Birmingham, Houston, Ft. Worth, Dayton, Columbus, New Orleans and leading Pacific Coast cities should all respond actively to sales drives for late summer and early fall.



ATLANTA, GEORGIA

Peach crop now moving and will probably bring \$10,000,000 to Georgia growers. Watermelon crop expected to bring from \$10,000 to \$12,000,000. Government reports show Georgia crop conditions to be 97.7 per cent of the ten year average. Big building projects under way create demand for labor greater than supply. Cotton crop prospects are bright.

BALTIMORE, MARYLAND

Building permits issued in Baltimore in May exceeded in money value the May, 1925, record by 24 per cent. Department stores, according to reports of Federal Reserve Banks, are selling more than in 1925. Maryland Agricultural Experiment stations report largest wheat crop in years, with both peach and apple crops better than last year. Industries report plans to continue employment on a big scale with production schedules well maintained through the remainder of the year.

BIRMINGHAM, ALABAMA

Newspapers show a steady increase in advertising lineage over 1925. Public improvements costing \$3,000,000 under way. All fabricating mills in Birmingham district running at capacity, with orders on hand which indicate continuance of present \$4,300,000 weekly payroll. Steel mills all busy; with four new furnaces for steel making, activities will be further increased. Building permits running approximately 5 per cent ahead of last year.



BOSTON, MASSACHUSETTS

Although some pessimistic reports are received from Boston and New England, building is still very active, and debits to individual accounts, as reported by the Federal Reserve Banks for the week ending June 30, 1926, were \$496,346,000, as compared with \$420,369,000 for the corresponding week in 1925. Aggressive merchandising is bringing good results in the Boston district, several subscribers report.

BUFFALO, NEW YORK

Building is active and larger retailers report an improvement in sales as summer weather stimulates seasonal items. Labor is well employed, and jobbers report a good volume of orders both by mail and from salesmen. An indication of conditions is found in the report of the Federal Reserve Bank on debits to individual accounts; for the week ending June 30, 1926, the figures were, \$105,007,000, as compared with \$81,524,000 for the corresponding week in 1925.

CHICAGO, ILLINOIS

Building continues to show a gain over 1925. Current wholesale distribution of merchandise shows a healthy gain over last year. Iron sales for June were second largest in history, being exceeded only by February, 1920. Labor is well employed. One newspaper alone had a gain of a million and a half lines of advertising during the first six months of 1926. Retail sales are ahead of last year. Real estate and subdivision activities increasing—in some sections, booming.





CINCINNATI, OHIO

Some of the older clothing houses are enjoying good business, but others report a falling off in orders; retail trade is good; building material dealers report an improvement. Shoe manufacturers are fairly busy and are booking a good volume of business for fall. While crops are reported as late, they are said to be in good condition; jobbers report more buyers coming into the market than at this time last year. Labor is well employed.

CLEVELAND, OHIO

Building permits for May, 1926, were \$6,057,275, an increase of 23 per cent over the same month in 1925. Department store sales are slightly ahead of last year. Steel industry is running at about 70 per cent of capacity, and the automobile body industry at about 85 per cent of capacity; industrial employment is well maintained with many calls for workers. Work on Union passenger terminal started in May; it will cost \$60,000,000 and will require four years for building. Ohio crops are making good headway due to favorable weather conditions.

COLUMBUS, OHIO

Building continues active and there are many plans being projected for more new building; in one suburban village alone there are 167 new homes being built. Industrial plants are busy; retail sales are healthy and labor is well employed. Debits to individual accounts as reported by the Federal Reserve Bank for week ending June 30, 1926, were \$37,128,000, as compared with \$35,400,000 for corresponding week in 1925. One newspaper gained more than 1,000,000 lines of advertising during the first six months of 1926.



DALLAS, TEXAS

Building is not quite up to last year's record in Dallas, although the surrounding territory is showing gains over last year. The best feed and food crops in seven years are being harvested; jobbing trade is slightly ahead of last year. Industrial activity remains unabated; farming conditions are good, and with prospects of good crops, business should be brisk there this fall.



DAYTON, OHIO

The Delco Light Company began work in June on a \$20,000,000 expansion of the Frigidaire division; this new addition will be on a production basis by January, 1927, it is claimed. Department store sales show a slight increase; there is a strong demand for skilled and farm laborers. Dayton ranked sixth among Ohio cities in new building for May. Bank deposits for May, 1926, were nearly \$9,000,000 ahead of May, 1925.

DENVER, COLORADO

Farm implements sales showing a gratifying increase in sales over last year indicate prosperous condition of farming country surrounding Denver. Crops are in good condition, with large acreages in all leading crops. Heavy tourist traffic is reported. Industrial and mining activities are well maintained, and labor is generally well employed. Building continues active, and retail sales are good.



DES MOINES, IOWA

According to state bankers at convention, Iowa banks are in 36 per cent better condition than in 1920. Building permits for the first five months in 1926 were ahead of the same period in 1925. Good rains almost insure good crops throughout the state. Manufacturing plants are busy and enjoying healthy sales increases. Younker Brothers department store recently had largest day's sales in history of store. Favorable prices for hogs add cash to farm financial condition and help business. Iowa will be well worth intensive cultivation this summer and fall.

DETROIT, MICHIGAN

For the first time this year employment recently fell below the same period for last year; approximately 5,000 less men are

SALES MANAGEMENT—JULY 10, 1926

now employed in Detroit than at the corresponding period last year; this is due to inventory shut-downs, and a slight falling off in production. Building is well maintained; more larger buildings are under construction than at this time last year. Retail sales are about the same as last year. There is some talk of wage cuts in the automobile industry.

FT. WORTH, TEXAS

Best wheat and oat crops in years insure good late summer business in Ft. Worth section. Estimated value of the crops is \$60,000,000, which will be in circulation by August 1. Building permits in Ft. Worth for first six months of 1926 exceed entire year of 1925. Oil developments described as "feverish," due to opening of new fields, demand for gasoline and high price of crude oil. W. E. Connell, president First National Bank, writes, "Taking it all around, I have not seen business conditions as good in this territory for several years as they are at this time." Sales managers should develop this territory intensively this summer and fall.



HOUSTON, TEXAS

Telephone, electric light, and water connections show a big increase in 1926 over 1925; gas meter installations also show a big increase; postal receipts and building permits also show a healthy gain; Nation's Business condition map shows Houston and vicinity to be in best condition of any Texas territory. Much depends on outcome of cotton crop, which seems favorable, although price may be lower. Oil field activity is marked and is giving employment to large volume of labor. Improvement in cattle prices helps cattle raising districts. Some real estate authorities point to Houston as the focal point of the next big boom, due to interest in Gulf Coast section.

INDIANAPOLIS, INDIANA

General business was 8.1 per cent better for the first six months of 1926 than for the same period in 1925. Freight cars loaded totaled 8 per cent more, real estate transfers 10.4 per cent ahead of last year. Building was slightly behind last year, but activity still continues in healthy volume. Automobile production is well ahead of last year. There is very little surplus labor and industrial activities are generally well maintained. Next six months should show steady gains over same months in 1925.



KANSAS CITY, MISSOURI

The wheat outlook is the best in years and the anticipated yield is nearly double that of 1925. Retail sales show a slight decline as compared with last year, but excellent crop prospects influence buying in anticipation of good fall trade. There is no unemployment; demand from harvest fields creates slight shortage of labor. Income tax collections, postal receipts and bank clearings all show an increase over last year. Flour mills report a sharp increase in sales. Business should be excellent in this territory this fall.

LOS ANGELES, CALIFORNIA



Plans are under way for the largest skyscraper in Los Angeles to cost \$4,000,000. Tourist traffic said to be heaviest for this season in many years. Business is good, labor is well employed and some authorities describe building conditions by saying there is another boom under way. United Business Service says, "The Pacific Coast District continues to show good progress. Fruit and berry crops are excellent and maturing early. California is best state in the district."

LOUISVILLE, KENTUCKY

Structural iron plants are working on a good schedule and there is a strong demand for lumber and building materials. Hardware trade shows an increase over a year ago. Dry goods and notions jobbers report trade about the same as last year; retail sales are holding up well. Woodworking plants generally report good trade. Debits to individual accounts as reported by the Federal Reserve Bank for week ending June 30, 1926, were \$47,586,000, as compared with \$48,655,000 same week in 1925.

MEMPHIS, TENNESSEE



Memphis business men report good trade in nearly all lines with no sign of abatement. Automobile sales for the first five months of 1926 were 20 per cent ahead of 1925. Building for the first six months of 1926 will be about \$1,000,000 ahead of last year. Wholesalers report gains over last year; crops are good, with every prospect for a favorable season. Labor is fully employed; money is plentiful. At this time there is nothing to indicate anything but a prosperous late summer and fall. Debits to individual accounts for week ending June 30, 1926, were nearly \$6,000,000 ahead of same week in 1925.

MILWAUKEE, WISCONSIN

Textile industries—hosiery and knitted wear—are going along at a rapid clip, with no let-up in sight. About \$30,000,000 will be spent by the city in construction of fire houses, sewers, street and alley paving, etc. Railroad shops have been busy and there is no unemployment. Shoe manufacturing showing a nice increase, which is expected to help the tanning and leather industries in Milwaukee. Metal trades manufacturers report a slight recession since May, but expect to boost operations early in fall. Dairy farmers are in good condition, and excellent crop reports are coming in from all parts of Wisconsin. General business situation is excellent.

MINNEAPOLIS, MINNESOTA

Retail sales as reported by leading department stores and specialty shops show a gain of from 10 to 18 per cent over last year. Building of both residential and commercial structures is showing more activity than for the past several years, a gain of better than 10 per cent being reported over last year. Recent rains increase prospects of a good crop, which insures a healthy fall trade. Jobbers anticipate a good fall and early winter business.

NASHVILLE, TENNESSEE

Recent rains have helped crops which are now reported to be in good condition. Retailers are complaining that sales have been slow, and manufacturing is said to be quiet. Some jobbers report that trade is below normal. Debits to individual accounts as reported by Federal Reserve Bank for week ending June 30, 1926, were \$18,422,000, as compared with \$19,544,000 for the corresponding week in 1925.



NEW YORK CITY, NEW YORK

Building activity continues on an unprecedented scale; some of the largest structures ever erected are going up; construction of apartment houses has not abated. Labor is well employed throughout the state; an actual shortage in some lines being reported. Needle trades are prosperous and manufacturers report fair sales, although slightly retarded by backward weather. Retail sales seem slow, but are expected to increase with present warm weather. Carloadings average about the same as last year. Building permits for May were 14 per cent greater than in May, 1925. Textiles showed a reduction in sales, but many other lines showed substantial gains for the first six months in 1926 as compared with the same period in 1925. Crop conditions are good, although some crops will be late.



NEW ORLEANS, LOUISIANA

Retail and jobbing sales have shown a decided improvement over May and in most instances are running ahead of last June. Some sections report a shortage of farm labor. In the city labor is busy on a huge building program. Building contracts for the year total \$12,546,402 against \$5,086,154 during the same period last year. Most all the plants are running full time, and veneer and box plants overtime. Retail sales are 5 or 6 per cent ahead of the first six months of last year. Movement of carload freight is 4 per cent ahead of 1925. More than \$250,000,000 worth of improvements are under way or planned for New Orleans for the next several years. Two thousand acres on Lake Ponchartrain are being filled in to add to the area of New Orleans. Largest bank building in the city, Canal-Commercial, is under construction.

SALES MANAGEMENT—JULY 10, 1926

OKLAHOMA CITY, OKLAHOMA

Oklahoma has just harvested the largest wheat crop in its history. Building outlook indicates more construction for the last half of 1926 than during any similar period since 1910. May retail sales showed an increase of 17.5 per cent over May, 1925. May implement trade was the largest in many years. Buildings under construction or planned include the 18-story Petroleum Building, the 12-story Perrine Building, an 8-story addition to the Pioneer Telephone Building, 6-story apartment hotel, and \$350,000 insurance building. Bankers predict greatest fall business in city's history.

OMAHA, NEBRASKA

Volume of business for the first six months in 1926 has been consistently ahead of 1925. Farm implement sales showing an average of 25 per cent over last year. Winter wheat will be below average. Conditions throughout the state of Nebraska are reported as being spotty, due to crops which suffered from drouth. Corn crop promises to be a good average. Conditions this fall are expected to be slightly better than during last year, but unusually brisk trade is not anticipated.

PHILADELPHIA, PENNSYLVANIA

Average weekly earnings in all industries compare favorably with those of a year ago. Retail sales in May expanded 10.2 per cent. Stocks of goods in hands of retailers are low, which is expected to keep buying well up during late summer and fall. Sesqui-centennial nearing completion and is drawing large crowds to the city, although both the exposition and the crowds are said to be a disappointment to the authorities behind the exposition. Automobile dealers report good business.



PITTSBURGH, PENNSYLVANIA

Mill operations in some sections of the Pittsburgh district are the best of the year; general average is around 75 to 80 per cent capacity; building activity shows a slight let-down. Retail sales to date are on a par with last year, May and June both showing improvement. Greater activity is reported in the demand for plumbing and heating material; oil well and mill supplies are very active. Debits to individual accounts as reported by Federal Reserve Bank for week ending June 30, 1926, were \$246,927,000, as compared with \$252,568,000 for the corresponding week in 1925.

PORTLAND, OREGON

Good crop prospects with every indication for good prices seem to point to increasing trade in the Portland district. Road and street improvements totaling \$5,000,000 will be made in the next twelve months in Portland. School building program totaling \$5,000,000 has just been approved. Building is very active. Lumber production is nearing its highest peak. Labor is well employed, retail sales are good and jobbing sales are better than last year.

PROVIDENCE, RHODE ISLAND

Textile, small tool, and jewelry manufacturing plants are working on short time, which has a lowering influence on retail trade. Building is slowing down, there being some talk of over expansion in building in Providence. Debits to individual accounts as reported by Federal Reserve Bank for week ending June 30, 1926, were \$34,619,000, as compared with \$38,378,000 for the same week in 1925.

ROCHESTER, NEW YORK

Wide diversity of manufacturing enterprises in Rochester maintains business in good condition. Reports from 125 of the largest employers of labor shows employment to be 11 per cent higher than at this time a year ago. With the exception of a few industries related to the textile trades, all industries report good business. Building has declined slightly in the past few months. Several electrical equipment plants are expanding and are at peak production. There is practically no unemployment. Retail sales are ahead of last year. Crop prospects are good. Trade should be brisk in Rochester for summer and fall.



ST. LOUIS, MISSOURI

Building permits for May, 1926, totaled 1,391, for \$4,467,904, as compared with 1,406 permits in May, 1925, valued at \$4,781,275. These figures show that building is being maintained at a brisk pace, even though there is a very slight recession. Shoe manufacturers anticipating a good fall business—ahead of last year. Drug jobbers report excellent sales. Loaded cars handled through St. Louis showed an increase of 17,128 cars during May, 1926, over May, 1925. Postal receipts, electrical consumption, and department store sales all show healthy gains. Crop conditions in St. Louis trade territory are favorable and good fall business in all lines is anticipated. Intensive market cultivation of this district ought to show good returns.



ST. PAUL, MINNESOTA

Wholesalers report a fair volume of orders. Builders' hardware and plumbing supplies showing active sale, ahead of a year ago. Retail trade is showing improvement and seasonable lines are moving successfully. Corn is backward, small grain crops in good condition. There is virtually no unemployment. Buying is being held until country dealers have better idea of what the crop situation will be.

SAN FRANCISCO, CALIFORNIA

California crops this year are generally early, which will give an opportunity for California farmers to market their crops at good prices before the eastern crops are ready; peach crop is largest in many years; grape crop is expected to establish a record for the state. Two of the largest office buildings on the Pacific coast are being rushed to completion—the 30-story Russ Building, and the 27-story Hunter-Dulin Building. Retail sales are ahead of last year; industrial plants are running at capacity and canning plants are busy; livestock is in fine condition with good prices prevailing. Special attention to sales in California will be well rewarded.



SEATTLE, WASHINGTON

Office buildings in Seattle show the highest percentage of occupancy in many years. Summer tourist travel in Pacific Northwest is breaking all records. Building is holding up well; lumber production is heavy; old salmon pack practically cleared out; heavy demand for new pack insures profitable year for the industry. Puget Sound Power & Light Company establishes world's record for the sale of electric ranges, selling 2,043 ranges in sixty-day drive.

SPOKANE, WASHINGTON

Early damage to wheat crop not as serious as expected, and crop will probably be as good as last year, with good prices prevailing, which will leave farmers in prosperous condition; fruit, second most important crop, is in good condition; live stock prices are fairly good and heavy sales are anticipated. Farmers' purchasing power expected to be better than last year. Mining industry is very active with a strong demand for labor at good wages. Mining output valued at \$10,000,000 more than for the first six months



in 1925. Wholesale druggists, dry goods dealers, and grocers all report substantial increases in sales over last year. Leading automobile sales agencies report increase.

TOLEDO, OHIO

Industrial operations on a large scale and being well maintained through the summer with no let-up expected. Labor is well employed and retail sales are said to be ahead of last year; business generally is good, although in some instances not as active as at this time last year. Debits to individual accounts as reported by the Federal Reserve Bank for the week ending June 30, 1926, shows a falling off as compared with the same week last year.



WILMINGTON, DELAWARE

Business and industrial operations are holding up remarkably well; belated building weather witnessed a large volume of construction started during May, which will continue throughout the summer. Outbound carloadings on one railroad showed an increase of 112 per cent. Labor is well employed at good wages; retail sales are well maintained and above last year.

YOUNGSTOWN, OHIO

One authority says, "Steel business is better than it was expected it would be and prospects are that it will continue good throughout the remainder of the year." He said that the steel industry would go through the summer at the present high rate of operations instead of running into a lull as was expected. Demand for automobile steel is better than a year ago, and building is holding up better than anticipated, which gives impetus to steel production.



TORONTO, CANADA

Toronto's building program for 1926 is \$70,000,000, the largest in several years. The May report of the Department of Trade said, "Manufacturing, construction and trade registered the greatest expansion." Customs receipts show a big increase over last year. Crop prospects are reported as being the best for years. Crops are earlier than last year—in some instances as much as three weeks. Toronto's newspapers report an 8 per cent increase in advertising lineage for the first five months in 1926.

WINNIPEG, CANADA

Canadian lumber industry is experiencing a very good season with an active market; more cars are enroute from the mills and more have been delivered than for any similar period in Western Canada since 1914. Building permits thus far in 1926 are \$6,000,000 ahead of last year. A large mail order house in Winnipeg reports a 25 per cent increase in trade over last year. Increased prices for live stock and wool, and fair prices for grain have brought about an agricultural revival.

How Holland Furnaces Broke Into the Boston Market

Newspaper Advertising Plus Door-to-Door Canvass Opens New England Market for Warm Air Furnace Manufacturer

EARLY in April, 1925, there was not one Holland furnace in all New England. Two manufacturers of warm air furnaces had tried to break into the Boston and New England territory and given it up as a hopeless task.

Warm air furnaces had a bad reputation in Boston. Those which had been sold had been poorly installed and had generally failed to give satisfaction.

Boston is supposed to be a difficult market for those who do not understand it. Parts of New England are supposed to be even more difficult for a new product.

Good Leads From Advertising

Yet during the twelve months from March, 1925, until March, 1926, the Boston office of the Holland Furnace Company sold a volume of approximately \$300,000 in metropolitan Boston. At the rate sales are going now this figure will be doubled in 1926. The Boston office now stands second in its percentage of quota on collections.

"We have not found Boston or New England difficult," declared Roy Klomparens, New England district manager for the Holland Furnace Company. "On the contrary, we have enjoyed an unusually good response from our advertising, and our salesmen have closed a higher percentage of sales from leads than is customary in other districts.

"Our first full page advertisement in one of the Boston papers pulled 223 replies or coupons. These were quickly followed up and as fast as sales were made the furnaces were installed so that we could use each installation as a reference. When we started work, our men simply could not get in to see a prospect if he mentioned furnaces. Prospects wouldn't listen and there was no use in trying

to interest them in furnaces. We had to talk heating and mention furnaces after the interview was well under way.

"While our newspaper advertising has furnished many leads, the greatest advantage it has given us is the prestige and confidence it engendered. When our men show proofs of the full page advertisements we have been running, they find it comparatively easy to get in to see the prospect. Without them it is next to impossible.

"Having worked in all parts of the country for our company, I believe it is safe to say that the average New England prospect is more intelligent, quicker to appreciate the salient points of a proposition, and more ready to buy when once convinced than prospects in other territories. Much of the fun which has been poked at New England habits is not based on truth. It is a well known fact that New Englanders are slow and conservative. Sometimes I think this is one of the 'well known' facts which are untrue.

The House-to-House Plan

"In one case where I was making a test I selected thirty good prospects and sold twenty-four of them. I have made the same test in other parts of the country and have never made nearly so many sales.

"My first sale came as a result of a chance meeting at a luncheon club. I personally attended to the installation of this job, and we have since traced twenty-four sales to this one customer.

"As a result of our success in the Boston area, we are now organizing district and branch offices in all parts of New England. We have found that there should be a branch office for approximately every one hundred thousand of population, and a salesman for approximately every twenty-five

thousand of population. That is the basis on which we are organizing the territory."

The Holland selling plan is generally well known. Their furnaces are sold direct to the home-owner, and installed and serviced by the company. During the first year eight full page advertisements were used in a Boston paper. In 1926 eight more pages are scheduled, with two additional pages in another paper.

Although the newspaper advertising produces many leads, the door-to-door canvass of homes produces the largest number of live leads, which are later turned into sales. The Holland company does not depend on new buildings for the sale of furnaces. The great majority of its business is done with the home-owners whose heating plant is unsatisfactory.

When the campaign started, the Boston manager drew on other Holland offices from all parts of the country for men to form the nucleus of the New England sales force. Holland men are carefully trained, and as there was not time enough to recruit and train a new sales force, experienced men were moved into the territory.

Editor, "Sales Management":

I want to take advantage of this opportunity to tell you how much I appreciate your magazine "Sales Management." I have subscribed to a number of similar publications but I have gradually given up reading them with the exception of yours, because your material is more up-to-date, your suggestions more applicable and your articles directly to the point.

It may interest you to know that I have recommended this magazine to several of my friends, who have, I understand, subscribed for it.—H. H. Robinson, The Postage Meter Company.

On This Factor All Successful Advertising Rests

"You tell it to the millions—They tell it to the dealer"

—That's Consumer Influence

THE object of national advertising is to create consumer demand. That's its basic reason for being.

Profit advertising centers on that factor. Successful advertisers recognize that Mrs. O'Grady and the Colonel's Lady, plain Bill Smith and Bill Jones, are the real merchandise buyers of the country.

They tell every department store, every chain store, every corner merchant what to buy. Dealers buy for their customers, not for themselves. Jobbers buy what the "trade" tells them to buy. Sales sheets start with the consumer.

Thus, to pay out, advertising must sway the millions. *For consumer demand, as all records prove, is the only traceable source of dealer demand.*

Because they do, trademarks of goods

in public demand are rated in the millions. The aim of modern advertising is to create, intensify and maintain one thing—the demand of the millions.

That is why leading advertisers are flocking to the columns of **LIBERTY** . . . a magazine unique in the weekly field that offers four exclusive advantages which cut advertising costs to the consumer in the major way.

1

**"LIBERTY Meets the Wife,
Too"**

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of **LIBERTY**'s readers are women. Every issue appeals alike to men and women because of **LIBERTY**'s unique policy of editing to both. That means a 100% reading in the home. Because



LIBERTY appeals to the whole family, its reading is multiplied.

2

"No Buried Ads"

Every ad in LIBERTY is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask, "Will my ad be read?" when that ad is booked for LIBERTY.

3

Minimum Circulation Waste

"No Buried Ads"

78% of LIBERTY's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor car registration and in which

by far the great majority of advertised products are sold.

4

99% Newsdealer Circulation

LIBERTY has a net paid, over-the-counter

**78%
Circulation
in
Big Buying
Centers
Only**

and newsdealer circulation of more than 1,100,000 copies every week. LIBERTY is not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is responsive because it is 100% interested in LIBERTY.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a very substantial reduction in inquiry costs. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

**99%
Newsdealer
Circulation**

For those reasons, LIBERTY has become an advertising sensation. Its rise is without parallel in advertising or in publishing. If your problem is reaching the consumer—find out what LIBERTY has to offer you.

Have You Read LIBERTY'S Home Building Book—"One Little Innocent Article Started It"—Ask For It



Liberty

A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of LIBERTY is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.



Hundreds of dealers sent in photographs of unusually attractive lamp displays used during the "New Line Drive." One dealer used four different windows in two months.

How the National Lamp Works Put on a Successful Dealer Contest

Special Drive Tied Into Retail Merchandising Plan Brings Heavy Response From Dealers in Launching New Standard Line

IN LINE with the new standardization and simplification policies advocated by Secretary of Commerce Herbert Hoover, the General Electric Company some months ago decided to discontinue forty-five designs of lamps used for general lighting purposes and to replace these with five new designs. Coincident with this the company developed a new type of inside-frost for globes which was made the leading feature of the new standard line.

Beginning in February a nationwide advertising campaign introduced the new line to the trade and general public, and, in order to arouse interest and enthusiasm among dealers and to encourage them to put special sales effort behind the new group of products, a "New Line Drive" was conducted by all divisions of the National Lamp Works of the General Electric Company from February 1 to March 31.

Not only did this drive give a satisfactory impetus to immediate

sales, but it accomplished a vast amount of educational and missionary work among the hundreds of jobbers and dealers who took part in it. More than 11,000 dealers registered for the contest—in fact, so many more entered than the company had anticipated that the printed promotion they had prepared to take care of the campaign ran out even before the preliminary interest in the contest had reached its height. At the end of the contest more than 1,000 dealers sent in reports—complete four-page detailed reports which required time and record-keeping to prepare. This is regarded by the National Lamp Works as a highly satisfactory return for such an event.

Sales of dealers who sent in reports were 10 per cent better than the average for all agents, the returns showed, and those who reported increased their sales of the new lamps 66 per cent during the campaign. This figure, it should be noted, represents an average

increase for the months of February and March over December, 1925, and January, 1926, which are the two months representing the peak season in lamps. The agent who won first prize in the New Line Drive showed a 475 per cent increase in lamp sales over his previous two months' business.

Besides having swept the country with facts about the new inside-frost lamps and successfully introduced the product to many thousands of lamp buyers, this drive has some interesting angles which ought to suggest some of the possibilities for developing campaigns of this nature in such a manner that they lend strength and force to the whole general merchandising plan that is being built up behind a product.

The first announcement was made in business papers urging dealers to obtain entry cards from lamp distributors for their territories and to register for the New Line Drive. Simultaneously a four-page letter went out through

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK



If you want to know about our work,
watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
MILLER TIRES
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
SILVER KING GINGER ALE
BONDED FLOORS
HAVOLINE OIL
NEW-SKIN

What we've done for others we can do^o for you



Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

the mail to thousands of dealers everywhere explaining the contest plan, describing the prizes offered, and urging dealers to tie up their efforts with the broad program of national advertising which had been launched in February.

Interest in the plan was built up among the company's jobbers through giving them a credit of 25 miles for each agent entered, and 75 miles for each completed report turned in, from dealers, to apply toward their On-to-Nela scores. The On-to-Nela drive is the annual contest held among jobbers and jobbers' salesmen to win free attendance at the summer convention held in Cleveland at Nela Park. (Further details of this drive were given in an article in the June 26 issue of "Sales Management.") One of the most important points about the New Line Drive was that awards were made not only on the basis of increase in gross sales, but each dealer was graded according to what is known in the National Lamp Works sales offices as the "Four Star Plan."

A Merchandising Plan

This is a part of the company's plan for merchandising their line to dealers. In reviewing the meaning of the four stars, and in tying them up to the contest plan, one of the announcements made this explanation:

"Star One. Stands for making more sales through store fronts and windows. For window displays that feature the new inside-frost lamps, credit of 25 points. Each contestant will be given material for timely trims.

"Star Two. Making more sales through display of stock. Inside store arrangement that gives prominence to the new line, such as the 5-lamp demonstrator, new wall chart and sales cards, credit 25 points.

"Star Three. Making more sales through word-of-mouth selling. Citing to every customer the advantages of the inside-frost lamps. A list of these is given herewith. Credit, 25 points.

"Star Four. Making more sales through going outside for them. Making an intensive effort to interest people who don't get into the store. This may be done by calling on and selling merchants, housewives, electric sign users, etc. Credit, 25 points."

This plan is presented yearly to all Mazda dealers in an elaborately printed and illustrated book, which pictures many of the most important features of the company's various services for dealers, including window displays, cut-outs, charts,

counter displays, slogan cards, and so forth. Practically all of this material is sold to the dealers, usually under cost, but sold nevertheless, for it has been this company's experience that dealers value what they pay for. Dealers are constantly reminded of the "Four Star" methods of increasing sales, and are constantly urged to make use of all four plans. To be able to tie up the contest so closely to this feature of the merchandising plan, therefore, was to give the Mazda sales message a unity and force it might otherwise lack.

The report forms furnished by the National Lamp Works for the dealers who entered the New Line Drive provided spaces for reporting on all four "stars" as well as on sales of the new lamps.

Small Dealers Score High

Thirty prizes were offered, twelve of which were merchandise prizes, and the remaining eighteen, cash. The first prize was a Ford Roadster; second, an Orthophonic Victrola; third, a 33-piece Sterling Silver Table Service, and so on, down a line of articles of sufficient value and desirability to make any dealer anxious to earn one of them. Two business paper editors and the president of the Cleveland Electrical League acted as judges.

One noticeable fact about the returns from the contest was the commendable work of some of the smaller dealers, who took a majority of the thirty prizes offered. The winners of the first and second prizes were both dealers who were relatively new in the lamp business.

On the rating on Star One, most of the contestants scored high, according to the report of the judges. Hundreds of photographs of window and interior displays were mailed in with the final reports, which, in themselves, represented an extremely valuable sum of publicity for Mazda lamps.

From the very beginning of the contest, the jobbers were urged to promote interest in it among their dealers. It gave them a chance to put special selling pressure behind the various sales helps, such as the special counter and window demonstrators, the blue carton

lanterns, the illuminated window signs, etc.

That this plan for keeping constantly before dealers the necessity for employing all possible methods of stimulating lamp sales has had the desired effect of broadening their sales activities is shown in the case of one dealer in Pennsylvania who recently decided to put on a junior house-to-house campaign for a period of one month.

He hired a group of boys to go out on a door-bell ringing campaign, while his own sales force doubled efforts on other prospects. The lamp report for this dealer for the month showed a sales volume three times greater than any previous month's sales.

Many of the reports from dealers showed good sales-building work on all four "stars." As an example, one report which scored fairly high recorded the use of a Mazda lantern, a door plate at the store entrance, and a lamp used as part of the design of an electric sign. Four different Mazda lamp windows were used during the period of the contest, each developing a different feature of the new line.

Some Individual Records

Under Star Two this same dealer described his lamp display within the store, which he reported close to the entrance of the store, with an 18-lamp demonstrator in the center. He mentioned also the use of various price cards, counter signs, recipe cards, and other interior display items furnished by the Federal advertising department.

A short sales talk used to introduce the new lamps to customers was included in the report under Star Three, together with a description of the simple demonstration plan which went with it. Customers who telephoned were told about the new lamp and permission was asked to send a trial carton.

This retail sales plan was rounded out with movie slides used in the largest local theater, personal outside work on the part of clerks, and a series of two advertisements a week for the eight weeks of the campaign in two local newspapers.

(Continued on page 96)

Does the Public Warehouse Answer the Branch House Problem?

Experiences of Beechnut Packing, Bon Ami and Others in Using Public Warehouses to Speed Sales and Cut Distribution Costs

WHEN an eastern manufacturer of soft drinks decided to break into the Chicago market for a new product in his line, he concluded that the only way to make a success of launching this drink was to introduce it as quickly as possible to a large number of consumers. To do this he would have to arouse the enthusiasm of dealers to such an extent that they would put some strong sales effort behind the drink as soon as the advertising began to appear, and would tie up with store and fountain displays, window streamers, etc.

It became extremely important, therefore, for the company to find a means of placing immediate stocks in the hands of every dealer who ordered, and to have available a supply of the drink which could be rushed to dealers who held off ordering until consumers actually began to ask for the product. To take chances on handling stocks for the opening business of a market as large as Chicago through freight shipments from the factory might have meant serious delays, depleted stocks, and the loss of many trial purchases of the new drink just at the time the advertising was doing its most effective work. The company wanted to be sure of as complete a distribution as possible to meet the initial demand, for everything depended upon the public's first taste of the new product.

Insuring Quick Delivery

So this company shipped car-loads of the new drink into a public warehouse advantageously located, and thus solved the problem for delivering stocks to dealers within twenty-four hours after the order was sold. The advertising opened; the dealers, caught on the crest of the enthusiasm the salesmen had worked up, put over the campaign with a bang.

This was an instance where the warehouse played an important role in sales. With the thought that many sales executives would be interested in knowing how other manufacturers are using the public warehouse to advantage in the development of sales on various types of products, a Dartnell investigator studied a number of distribution methods which involved the use of the public warehouse as a factor.

Some sales executives are thoroughly sold on the value of the public warehouse's services; one or two pointed out certain disadvantages that had developed in their experience with stocks moved in this way.

Brings Increased Sales

One important objection is brought out by a large food products manufacturer who says, "For the last twenty-four months we have been warehousing our foods at a number of points throughout the country, but we have found that, for our business, warehousing is not at all good. Before handling our stocks in this way we were shipping straight or pool cars into these metropolitan markets. A jobber with a carload of our merchandise rolling would often urge his salesmen to get busy selling the bulk of the car for delivery on arrival. That selling interest reacted to our benefit. With a warehouse stock of our merchandise in the city and the jobber in a position to pick up a few cases to take care of his immediate requirements, we often do not get the selling support from the jobber which previously had been ours."

Another angle is brought out by a large household specialty manufacturer, who, while expressing the opinion that the difference between the FOB factory price and FOB warehouse price cannot be expected to cover all of the cost of the expense of handling the goods

through the warehouse, declares that the warehouse plan had been responsible for increased sales. He reports, "We have always felt that the warehouse method of distribution resulted in additional business. We have in mind one particular territory wherein the business has increased possibly 35 per cent and a goodly portion of this increase, we feel, is due to the convenience of quick delivery at a lower freight cost. Again, in anticipation of the congestion in Florida, we materially increased our stock in our Florida warehouse to the advantage of our customer and incidentally ourselves. This particular warehouse was of an unusual advantage during the period of embargoes in the state of Florida.

This same manufacturer also points out the growing necessity for making some provisions for the handling of spot stocks. "Any number of customers can secure practically over-night service to their store door from large commercial centers and such service cannot help reacting in a continued policy of hand-to-mouth buying," he concludes.

Cuts Transportation Costs

The J. B. Ford Company, of Wyandotte, Michigan, emphasizes the importance of warehouse stocks for the saving effected in transportation charges. They characterize storage stocks as "the life blood" of business.

"Many of our customers are small users buying from hand-to-mouth, and if it were not for the storage stocks we carry, business of that nature would be a total loss to us," they report.

"We have had a great many instances where it has been possible for us to close accounts with large users of our products by establishing warehouse stocks at some particular point in order that the

customer may be taken care of as he prefers to be. For instance, if we have a customer in Chicago who buys fifty barrels of goods at a time, we can ship a carload to our Chicago warehouse and turn over his fifty barrels to him on arrival. That fifty barrels takes care of his needs and, in addition, we get the advantage of the carload freight rate on that quantity of goods.

"This customer's order does not go into the warehouse, and we thus save storage expense on it. The balance of the car may go into storage or there may be several other orders to be distributed to the trade, but only a small portion of the car goes into warehouse. That means we do not have to overload our storage. If the customer who purchased the fifty barrels should run out of stock and need goods immediately, and we do not have a car moving to Chicago from which he could be supplied, we can take care of his needs temporarily from the stocks in the warehouse, thus giving him his usual prompt service until it is possible to ship another car to that market."

The Bon Ami Plan

Another company which has made the public warehouse a link in their distribution plan is the Bon Ami Company of New York. They also touch upon the question of the privately owned warehouse.

"We have found that public warehouses offer us a useful and economical medium of distribution," this company says. "Unquestionably it is cheaper to carry stocks in public warehouses rather than privately owned and operated ones. In the privately owned and operated warehouses, the overhead always goes on, whether during dull or peak seasons. In the case of the use of public warehouses, the storeroom pays only for merchandise in stock. The result is that during the peak seasons, the stock can be increased and the reverse during the dull seasons.

"The public warehouse practically serves the same purpose and function as a branch house in our business. We maintain spot stocks at strategic points throughout the country. Customers mail their

orders direct to the warehouse, who ship such orders without referring same to our own main office. Of course, each warehouse is furnished with an approved credit list and is governed by this at all times. After the shipment has been made, the warehouse makes up the customer's invoice and mails it direct, thereby saving considerable mailing time.

"The policy of our company is not to load up any of our customers, but rather to enable them to carry sufficient stock for their immediate requirements only, thereby increasing the turnover of our goods greatly, which is a big factor to the average wholesaler or jobber.

The Warehouse and Competition

"The public warehouse has enabled us, therefore, to reduce our minimum shipping or delivery quantity to a reasonable amount.

"You will readily see that the public warehouse is a very important factor in the distribution of our product and I might say that we were one of the very first manufacturers to recognize the importance of warehouses as a medium in distribution."

That the warehouse may play really an extremely important part in the development of competition is illustrated in the experience of two competing food products manufacturers.

One of these concerns was an old-line company; it had the prestige of years of advertising behind it, and from coast to coast its brand name spelt quality and reliability. They were even beginning to think dealers couldn't get along without them.

This company, however, maintained a rigid policy of shipping from three focal points, one in the Far West, one in the Middle West, and one in the East. No spot stocks were kept in cities other than these. Before long a new company had sprung up in competition, a company whose product was vastly inferior to the old established brand, but a product on which the new firm was prepared to give spot service to dealers through a complete system of warehousing.

That was their big talking point —over-night service to dealers. Dealers were urged to order out of their local warehouses, and the result was that the new inferior brand actually began to make serious inroads on the sales of the established product. Dealers found they could order from the warehouse, place the goods on their shelves, turn it over, and ring up the profit on it even before the invoice covering the shipment came in and fell due. It can be readily understood how this kind of a proposition looked to a dealer who had hitherto been accustomed to ordering out of a factory several hundred miles distant, and probably, finding himself with depleted stocks for as much as a week at a time.

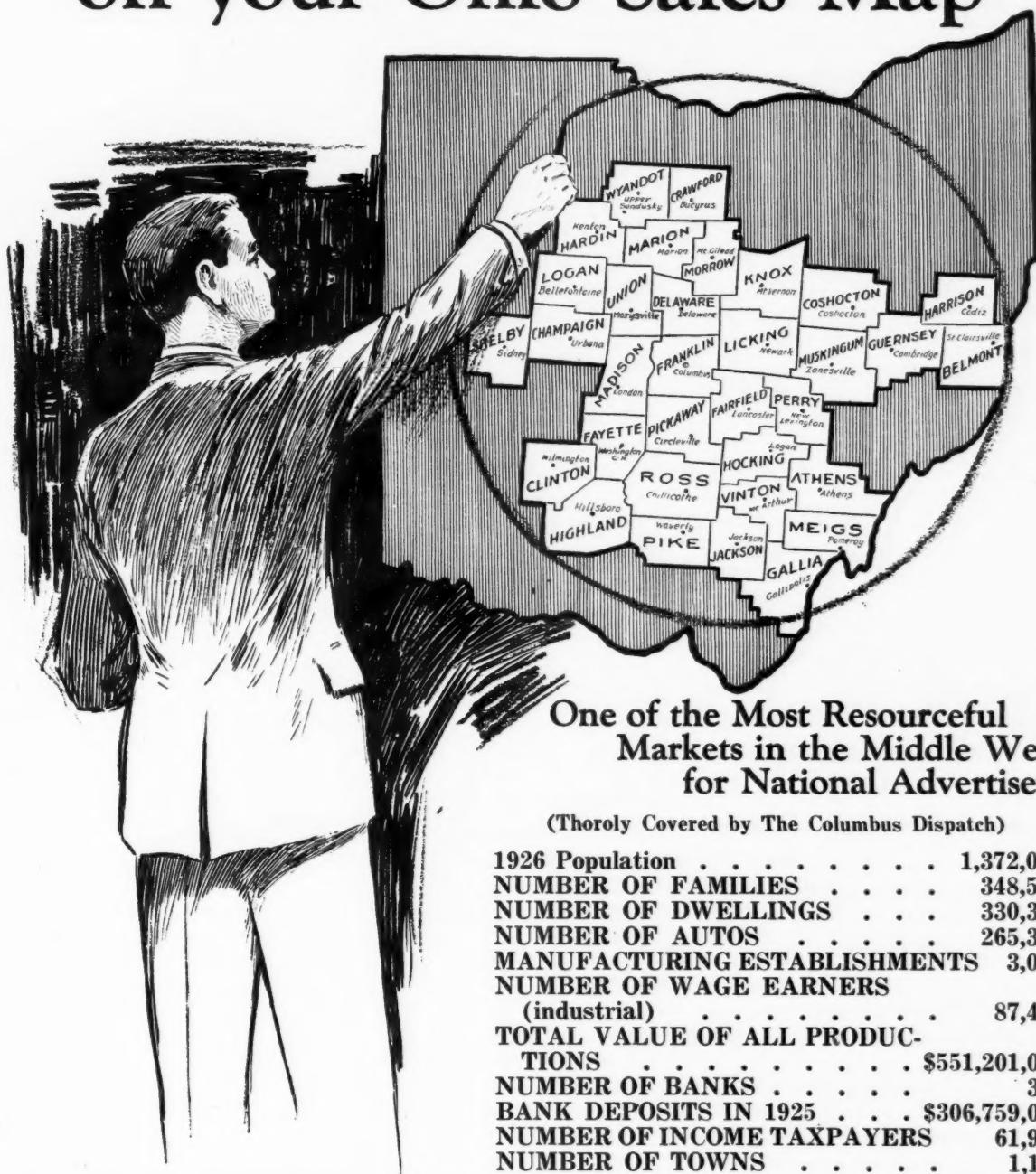
The Federal Match Corporation is also a public warehouse user, but E. C. Delgado, traffic manager of this company, expresses the opinion that the warehouses are limiting their usefulness to manufacturers by refusing to base their charges in relation to sales prices, ease of handling, etc., rather than setting rates in the more general fashion as is now the practice. He expresses the opinion that where warehouse services may be bought at a reasonable fee, the economy produced by the operation through such channels is satisfactory.

A Close Tie-Up

Procter & Gamble Distributing Company declares their selling policy is so intimately bound up with warehouse distribution that they could not well speak of one without dwelling considerably on the other.

"We use the public warehouse extensively throughout the United States and Canada," said one of their representatives. "And we have found this mode of distribution to be quite efficient and economical, with an appreciate improvement during the last four years in the warehouse service, due to an apparent desire on the part of the warehouse industry to speed up service through a deeper study of what it means successfully to sell and distribute merchandise articles through a public utility."

Circle These 33 Counties on your Ohio Sales Map



One of the Most Resourceful
Markets in the Middle West
for National Advertisers

(Thoroughly Covered by The Columbus Dispatch)

1926 Population	1,372,073
NUMBER OF FAMILIES	348,599
NUMBER OF DWELLINGS	330,333
NUMBER OF AUTOS	265,315
MANUFACTURING ESTABLISHMENTS	3,069
NUMBER OF WAGE EARNERS (industrial)	87,461
TOTAL VALUE OF ALL PRODUC- TIONS	\$551,201,000
NUMBER OF BANKS	361
BANK DEPOSITS IN 1925	\$306,759,000
NUMBER OF INCOME TAXPAYERS	61,990
NUMBER OF TOWNS	1,198

DISPATCH DAILY AVERAGE PAID CIRCULATION 106,451

Advertisers planning to exploit the Ohio market will receive
complete cooperation from the information and service bureau of

Columbus Dispatch
OHIO'S GREATEST HOME DAILY

HARVEY R. YOUNG, Adv. Dir.

O'Mara & Ormsbee, Inc., Representatives—New York, Chicago, Detroit, San Francisco

Here Is the Advertising Story of the Three Omaha Papers for the First Five Months of 1926:

Note that nearly every advertising classification is preceded by a star—and these starred classifications indicate that The World-Herald published more of that class of advertising

Than the Other Two Omaha Newspapers COMBINED!

(Compiled by the Haynes Advertising Co.
—Totals in Agate Lines)

	World-Herald	Next Paper	Third Paper
*Automobiles—			
*Motor Cars..	335,580	152,341	131,173
*Trucks and Tractors ..	21,749	6,258	15,323
*Accessories...	29,358	8,771	8,715
*Tires	41,097	12,152	9,107
Amusements	126,994	130,186	127,232
*Apparel—Men's.	313,565	56,133	51,338
*Apparel—Women's ..	456,092	155,036	72,534
*Books and Publications	32,445	9,163	6,545
*Building Material	63,763	42,847	9,597
*Coal	20,552	2,723	5,810
†Coal (Affiliated Enterprises)	18,354
Department Stores	650,916	484,316	369,908
*Electrical Appliances	55,601	14,868	10,122
*Farm Accessories	9,653	3,640	3,570
*Financial	87,668	40,600	22,561
*Food	390,453	152,201	148,561
*Furniture	396,963	128,982	115,458
*Hardware	49,812	15,064	7,287
*Household Appliances	69,447	14,546	9,926
Insurance	26,194	22,414	8,148
*Jewelry	42,847	18,578	15,841
*Millinery	21,637	5,663	6,223
Musical	87,031	52,437	47,278
*Office Supplies.	14,973	5,292	1,582
Public Utilities.	62,230	58,989	51,443
*Radio	71,848	8,085	13,384
Railroad and Steamships	70,882	60,683	49,133
*Resorts and Hotels	47,124	13,475	12,544
Schools and Colleges	2,590	4,144	1,582
*Shoes	103,194	27,671	21,952
*Tobacco	112,322	47,873	60,501
Toilet Goods	65,149	27,888	66,717
Miscellaneous...	249,529	194,544	147,875
†Misc. (Affiliated Enterprises)	43,484	1,092
*Want Ads.....	1,253,350	262,906	318,430
*Total Clean Advertising	5,382,608	2,302,307	1,948,492
Medical Ads	None	163,506	250,432
*Total Advertising	5,382,608	2,465,813	2,198,924
*Same 5 Months Last Year.....	4,807,271	2,337,566	2,291,450
*Increases	575,337	128,247	Loss 92,526

(†Indicates enterprises owned by the publisher of the newspaper indicated.)

The World-Herald has twenty-seven thousand MORE Paid City and Suburban Circulation than any other Omaha paper. That's why World-Herald advertisers place more advertising in this paper than in the other two Omaha papers combined—it's results the advertiser wants, and The World-Herald gets them for him.

Your Advertising, Appearing Exclusively in The World-Herald, Will Very Nearly COVER Omaha and the Omaha Trade Area at One Cost

Omaha World-Herald

Most News Most Ads Most Circulation

O'MARA & ORMSBEE, Inc.

National Representatives

New York Chicago Detroit San Francisco



Osborne Wins Third Dartnell Salesmanship Award

UNDER ordinary circumstances the William H. Block Company, of Indianapolis, one of the largest and most influential department stores in Indiana, sells slightly more than a gross of Spur ties a week. In one week recently, however, sales rose to fifteen gross because Addison D. Osborne, Indiana salesman of Hewes & Potter, manufacturers of these ties, promoted a merchandising stunt which surpassed anything of its kind ever reported by a representative of the company.

This sale represented such a high degree of constructive salesmanship that Mr. Osborne has been presented the third "Dartnell Award for Salesmanship," the gold medal offered by The Dartnell Corporation to the twenty-five salesmen in all lines of business who demonstrate the most creative ability in their work during 1926.

In their advertising this year, Hewes & Potter have been using motion picture stars as models, among whom have been Johnny Hines, Milton Sills and Ben Lyon. About as far as the house went in tying up this advertising with its retail distributors was to prepare window and store display

materials, including photographs of the movie stars wearing Spur ties. The house also called to the attention of its salesmen the names of late picture releases and urged them to find out the exhibition date of such releases, so that they could interest local dealers in tying up with them in their windows.

It remained for Mr. Osborne to go the house one better. He not only put over a remarkable merchandising plan, but he has been instrumental in getting information and material which will prove of inestimable value in succeeding campaigns.

Johnny Hines was, late in May, to be on his way to Indianapolis, where he was to attend the Memorial Day automobile races. He was advertised as appearing in person that week at a local theater where one of his pictures was being shown. This information spelled "opportunity" to Osborne. He immediately wired for an extremely large shipment of Spur ties for the Block Company. Up to that time the extent of his information was that Johnny Hines would be in the city and that the Block Company intended to put in a window display.

Upon Hines' arrival in Indianapolis, Osborne presented himself at his hotel immediately and, purely on his own initiative, obtained an interview. This developed into an agreement that Hines would appear for a few minutes in the Block Store on a certain afternoon and demonstrate and sell Spur ties. Assured of Hines' co-operation, Osborne hurried to the Block store and completed all arrangements, including a display in a large double window facing the best street to feature Johnny Hines as its appeal. Inside the store large elaborate displays were made of the ties; even the girls wore Spur ties with blouses. Advertisements were run in the papers by both the Block Company and by Osborne himself.

Big Business at Block's

As may be imagined, the store was mobbed. Block's sold the largest volume of Spur ties that had ever been sold in one week in any part of the country. The original order did not last more than a day or two, so Osborne, who apparently is just as energetic physically as he is mentally, took his car and drove to Cincinnati, where he had one hundred dozen ties on hand, and returned the same night with about eighty dozen of them, making practically an all-night drive.

The newspapers gave the stunt considerable publicity, officials of the Block store were heartily appreciative of the boost given their sales and the crowds of people who were brought into the store, and Johnny Hines himself was so enthusiastic over the idea that he has already agreed to put on similar stunts in New York City and Philadelphia.

At a cost of but \$30 to his house, Osborne increased the business of the Block store on Spur ties over 1,000 per cent for the week. That, however, is one of the smallest items of the benefit obtained.

Block's is considered a "key" store. Such a stunt promoted at Block's is certain to have a favorable effect on merchants in other cities throughout the state, and this prestige will help Osborne immensely in his outside territory.



Paid Subscription - Plus Capital Investment!*

THE Subscribers to the Dairymen's League News pay the full subscription price without premiums or other special inducements. In addition, they have shown their faith in the Dairymen's League through a capital investment averaging about \$200.00 each.

Their most important product, milk, is marketed through the League and all necessary market information is contained in the Dairymen's League News. Like other business men, these dairymen read the news which vitally concerns their business and its success.

The percentage of renewals runs extremely high with the Dairymen's League News, being well over 90%. This gives your advertising cumulative force. One advertiser remarked:

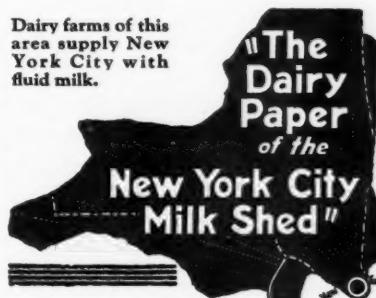
"We have used the Dairymen's League News for three years, and every year the returns from this magazine have been more profitable than the previous year."

The readers of the Dairymen's League are grouped within a well-defined territory, known as "The New York City Milk Shed." This territory can be intensively worked at minimum expense.

Many advertisers are now covering this prosperous farming region very economically and efficiently by designating the Dairymen's League News, along with one general farm paper.

A request will bring Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



**DAIRYMEN'S
league
NEWS**

New York
120 W. 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

When the Sales and Advertising Plan is Ahead of the Organization

Why Some Well Planned Sales Campaigns Fell Down Because the Organization as a Whole Wasn't Ready to Carry Them Out

By Cheltenham Bold

I HAVE in mind a concern that during the past ten years has had no fewer than five sales managers. Each of them has been a man of outstanding ability and substantial reputation, and each has been hired away from a position where he was conspicuously successful by the simple process of being offered so much money that he could not afford to refuse. Each has regarded the new connection as a great opportunity, and has started in under the most favorable auspices—with a free hand to carry out policies without interference from higher up.

A Succession of Failures

Each of them has also parted from the concern on the friendliest terms, and with expressions of mutual regret that I believe were quite sincere on both sides. But each of these men has scored a distinct failure. It has cost the company an unconscionable sum of money to hire them in the first place, and to relieve them of their contracts later on; while the men themselves are smarting under the sense of defeat, and are obliged to do a lot of explaining that ought not to be necessary. Each of them has gone out with a blot on his record that is essentially unjust.

It is essentially unjust, I think, because it is no reflection upon the ability of these five men that they failed to accomplish what was expected of them. Each of them has been successful since, and there was never any question anyway but that they possessed every necessary qualification for the job.

What was the matter then? Nothing very spectacular, as a matter of fact, nor so very unusual. It can be stated in a single word: inertia. These five individuals, one after another, went up against a

human organization that had been trained for at least two generations in certain habits of thought and action, and tried to change those habits out of hand. One by one they failed because the inveterate habit of the mass was too strong for flesh and blood to overcome. "If I had nine lives like a cat," said one of the executives afterwards, "I might eventually have succeeded in putting it over. But I would have been a nervous wreck in the end, at that."

This quality of human inertia is a factor in most selling campaigns, of course, but quite frequently its force is underestimated, if it is not entirely ignored. It is far too common, as a matter of fact, for the big chief to assume that a speech from the throne and a "change of policy" order is all that is required to alter the habits of years.

A Weak Organization

"Hereafter you will kindly do thus-and-so, and our policy will be such-and-such. You may not agree with it, but you will do it whether you agree with it or not. Otherwise we will get somebody who will. Yours truly." Or else it is assumed that a little heart-to-heart talk on cooperation will do the business, if it is accompanied by a clear exposition of the reasons for the new departure. Maybe it will—and maybe it won't, depending upon many different circumstances.

A number of the failures that have been charged up to the account of advertising have come about in this way. The advertising has performed its function perfectly enough, but the human organization has broken down. I have in mind, for example, one of our own accounts that blew up in this way, a number of years ago.

This was an old established concern that for fifty years or more had been selling goods on the basis of special pattern assortments at special prices.

The original owners had passed away, and the second generation had the ambition to "modernize" the business. They determined, in other words, to substitute for the old selling policy the modern policy of merchandising on the basis of the good-will value of the trade name. They made a very sizeable initial appropriation which was to be spent in the magazines the first year, not to advertise any specific merchandise, but to emphasize the fact that any style or pattern of merchandise under the trade name was acceptable.

And they did undoubtedly succeed in giving the name a recognition value that has been valuable ever since. But as a change of merchandising policy the thing was a total loss. At the end of the year all publication advertising was discontinued, and the company went back to its old policy of selling special assortments of merchandise, and promoting their sale by direct-mail.

The Bulwark of Inertia

This was a case where we all did our best, but the change of policy was too sudden and abrupt, and the inertia of the human organization was too much for us. I think that the big majority of the salesmen were convinced, intellectually at least, that the change was advantageous. I think that they really wanted to give us the brand of cooperation that we asked for, and that they really tried to give it.

We held meeting after meeting in which the men were

(Continued on page 82)

Printed Things

A DEPARTMENT DEALING WITH THE
AND DISTRIBUTION OF BETTER SALES PREPARATION LITERATURE

JULY 10, 1926

A Quality House Organ to Sell a "Thin Market" Product

"WE ARE considering the publication of a house organ as part of our sales stimulation program, but hesitate to commit ourselves along this line because the unit of sale in our line ranges

from \$15,000 to \$25,000 and the number of potential buyers is probably less than 15,000. Can you refer us to any other manufacturers, regardless of the line of business, who have used or are using house organs successfully where the price of the product runs into several thousands of dollars and the market is comparatively 'thin'?"

So writes a subscriber to "Sales Management."

There are a number of successful house organs devoted to promoting the sale of products such as locomotive cranes, excavating machinery, and other equipment of which the average sale runs into

thousands of dollars and the number of buyers is limited. There are also other house organs covering high priced pianos, pipe organs, and other expensive equipment for the home as well as fine motor

"Stop, Open and Reed." The pipe organs built by this company for installation in homes, churches, and other private and public buildings average in price from \$25,000 to \$50,000. Naturally, the market is limited to those buildings with auditorium facilities for large organs and private homes of sufficient size and wealth to afford such an instrument.

In spite of these facts, a magazine is published at intervals of three to four months which has proved to be a valuable medium for reaching potential buyers, arousing their interest with stories and illustrations of installations in other homes, clubs, and

public buildings, and with specific facts regarding the construction and operation of the Skinner organ. Stories and articles of general interest regarding travel abroad,

(Continued on page 78)



Artistic treatment, fine illustrations, and quality printing make this house organ, published by the Skinner Organ Company, a piece of sales literature that lovers of music and fine instruments will read with interest. The title, "Stop, Open, and Reed," is not only especially apropos, but is worked out in the form of a bar of music for the running head.

cars, large heating plants, etc.

Perhaps one of the most unusual examples of a quality house organ to sell a "thin market" product is the magazine published by the Skinner Organ Company, entitled

SALES MANAGEMENT—JULY 10, 1926

Making it Easier for the Dealer

THE Federal Lamp Division, National Lamp Works of General Electric Company, uses quality printed things to educate dealers in becoming better merchandisers by using the materials that are sold or furnished free to them by the factory. Many other concerns do this, also, but many "dealer help" books fall short of arousing the interest of dealers to the desired point and they fail to take advantage of all the materials that are provided for their aid in developing larger retail sales.

The booklets issued by the Federal Lamp Division are, first of all, high grade examples of quality color printing. But they go further in that they afford a presentation of the subject of retail merchandising and the proper place and use of the sales promotion materials furnished by the factory so clearly that the dealer cannot fail to understand and select those which he can apply along well defined lines.

The sales promotion activities of the dealer are divided into four groups and the entire plan is called "The Four Star Plan." Star 1 covers

making more sales through the store front and windows and includes all window display materials. Star 2 includes plans and materials for making more sales through an effective display of stock, such as lamp demonstrators, lamp charts, etc.

Star 3 covers making more sales through word of mouth selling and includes posters, folders, blotters, calendars, etc. Star 4 covers plans and methods for making more sales by going outside of the store, including a definite outline

for securing contract business. A "four star" agent is one who regularly and consistently carries on these four divisions of retail selling, and when this is done, he receives a certificate stating that he is a qualified "Mazda Lamp Specialist."

The proper use for each of the various dealer help materials illustrated and described in the booklet is easily understood by the dealer and he is able to make a selection of those which he can use in connection with his own sales.

promotion program without confusion or the danger of overlooking valuable sales helps.

The dealer helps offered to dealers handling Mazda automobile lamps manufactured by the Federal Lamp Division also outlines clearly the opportunities for retail sales promotion open to the dealer and the materials that are furnished to help him increase his business.

An important feature of both of these booklets is that most of the material, particularly the larger pieces, is sold to the dealers. This prevents excessive orders for material that will not be used. On the other hand, the fact that dealers use these materials regularly and in large quantities is due in no small part to the attractive manner in which they are presented in the booklets, using process color printing and high grade enamel paper to reproduce them to the best advantage.

Even though the sales literature intended for the ultimate buyer is of the highest quality, it pays to maintain this quality in all of the sales promotion material used although it goes no further than the dealer's "inside" organization.

By grouping dealer helps and sales materials according to their uses inside and outside of the store, the dealer is not confused by the number and variety, but is able to plan his own campaign and select intelligently the materials he needs.



The most successful sales promotion hook-up with dealers is obtained only when the retailer fully understands the plan and the part in it which he is to take. These booklets, issued by the Federal Lamp Division, National Lamp Works, give the dealer a clear picture of his part in the company's sales promotion program.

Making Sales With Blotters

THE Sundstrand Adding Machine Company and Joseph Dixon Crucible Company were two concerns that reported blotters as effective in sales promotion during an investigation to secure the most effective advertising in various lines of business.

H. M. Johnson, advertising manager, Sundstrand Adding Machine Company, writes that his company has found blotters especially effective and advances the reason that this is due to the fact that the product advertised is an office appliance.

Joseph Dixon Crucible Company uses blotters successfully to demonstrate the effects that eminent artists are able to produce using this concern's drawing pencils. Other types of illustrations and copy are used for promoting the sale of other kinds of pencils to stenographers, carpenters, and others.

In both of these cases, it will be noted that the specific appeal to a definite group of buyers is designed for each blotter. This is in direct contrast with the common method of turning out a few hurried, carelessly planned blotters to take care of a demand that is



The Joseph Dixon Crucible Company takes advantage of the common, garden variety of blotter to demonstrate to artists the qualities of its drawing pencils through interesting reproductions of actual sketches made by famous artists.

often discouraged and not wanted.

The experiences of these two companies, and of many others as well, who have not gone definitely on record, seem to prove that carefully planned blotters, with a sales message designed to appeal specifically to a definite group of buyers, are effective sales builders and, as such, are entitled to serious consideration.

The John Hancock Mutual Life Insurance Company has made a practice of supplying desk and signature blotters to business offices for many years. In this way, the salesmen work up acquaintances who either furnish leads or develop

into buyers themselves. Many concerns distribute small sets of signature blotters. Others make use of a combination of monthly calendar and blotter. Banks and other financial houses frequently use a small blotter of a size to fit the check-book.

ALTHOUGH THESE BLOTTERS, USED BY THE SUNDSTRAND ADDING MACHINE COMPANY, ARE SOMEWHAT "NOISIER" THAN THE DIXON BLOTTERS, BECAUSE OF THEIR BRIGHT RED AND YELLOW COLORS, THIS CONCERN REPORTS THEM EFFECTIVE BUSINESS BUILDERS



Booklets such as these make it difficult to put off vacations, but easier for the manufacturer to make a sale. This is a good example of selling the benefits and pleasures to be derived rather than the product itself.

Getting "Outdoor" Appeal Into Sales Literature

"I GET a great quantity of sales literature from resorts, sporting goods companies, and other concerns trying to sell me on outdoor activities," remarked a prominent sales manager recently, "but only a few of them seem to convey much of the genuine outdoor spirit. Lots of them show crowds of people all dressed up, sitting or standing in poses that actually would be painful. Others show long, smooth stretches of beach, or glassy lakes that somehow look a little too perfect to be natural. In other words, they are full of glaring flaws that are easily picked out from the genuine by anyone who has spent much time in the open."

It is true, perhaps, that some advertisers, anxious to improve on Nature's perfection, have allowed the retoucher to paint artificial beauty where the natural variety is scarce in spots. But this is not true of the catalog issued by the Evinrude Motor Company, at least. Actual photographs of fishermen, campers, and boating parties using Evinrude equipment are reproduced in page groups that

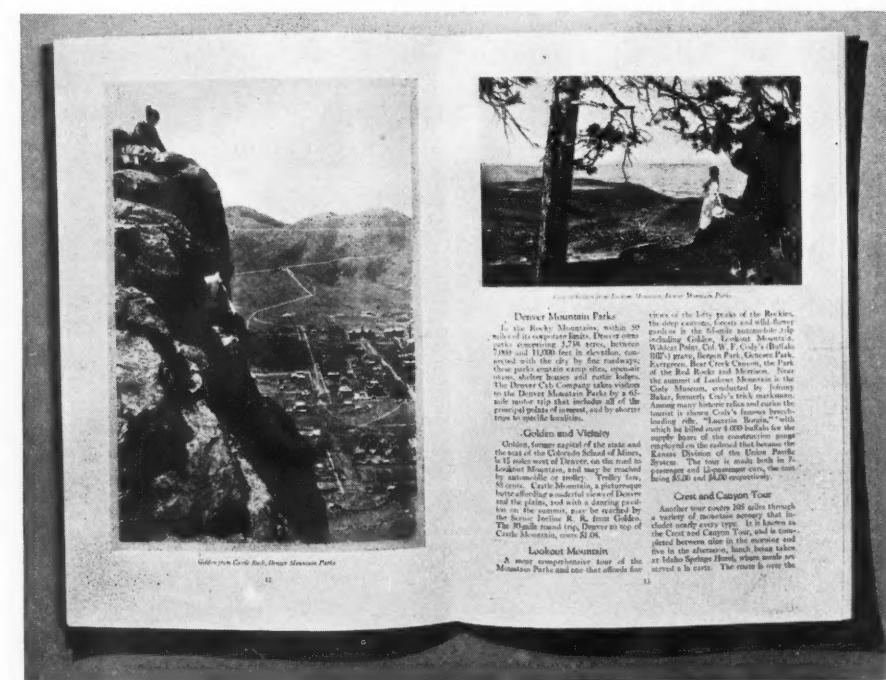
carry with them the tang of the open air sweeping over wide stretches of water. If anybody dressed up specially to have these pictures taken, it is not evident in the photographs themselves, for whiskers, fishin' clothes, and tobacco pipes are plainly in evidence.

The copy is devoted to concise explanations of how the product can be adapted to the requirements of the hunter, the fisherman, the vacationist, engineer, explorer, and others who require water trans-

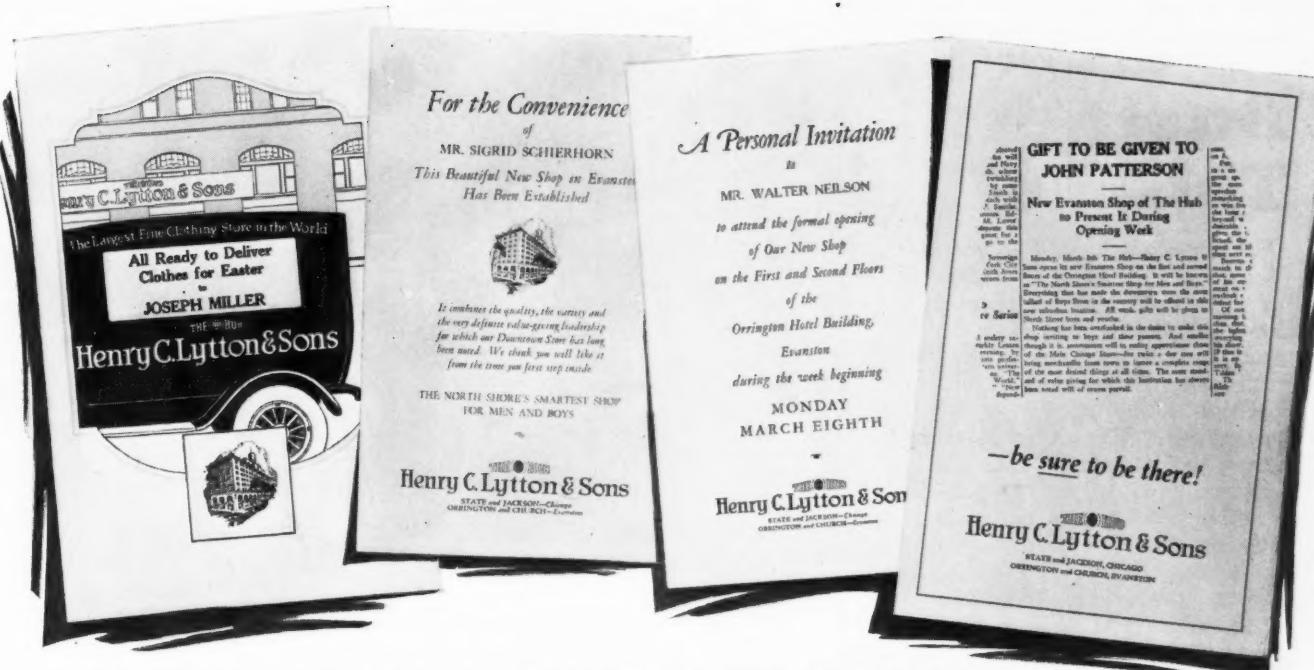
portation of this type. As an example of sales appeal worked out and presented in a form to be understood and appreciated by a definite class of buyers, the Evinrude booklet offers food for thought to other manufacturers who want to vocationalize their sales literature, even though their products are widely removed from the Evinrude motor.

Another booklet that carries a real outdoor appeal is that

(Continued on page 78)



A booklet issued by the Union Pacific Railroad, called "Colorado's Mountain Playgrounds," carries conviction through the use of photographic reproductions of many points of interest and beauty. The copy is conservative and full of facts. The result is a convincing piece of sales literature for railroad transportation.



THE HUB, ONE OF CHICAGO'S LARGE MEN'S STORES, SUCCESSFULLY OPENED A BRANCH STORE IN EVANSTON AND IS BUILDING UP STORE PRESTIGE BY GIVING EACH MAILING A STRICTLY "PERSONAL" APPEAL. THE NAMES ARE SET UP FROM THE MAILING LIST AND EACH MAN OR BOY ON THE LIST RECEIVES HIS OWN PERSONALLY IMPRINTED COPY.

Building Store Prestige With "Personal" Mailings

WHEN Henry C. Lytton and Sons opened a branch of The Hub in Evanston, Chicago's adjoining city, a "personal" announcement was mailed to a list of 2,500 boys living in Evanston. Each announcement was imprinted with the name of the boy to whom it was sent. A register was kept at the store to obtain the names and birthdays of the boys attending the opening. A check-up later showed that 1,667 of the 2,500 boys invited came to the store on the opening day.

A more formal invitation, also imprinted with the individual name of the recipient, was mailed to 21,300 men in the North Shore district including Evanston, Wilmette, and nearby suburban towns.

The response to these invitations was so large that H. W. Chadwick, advertising manager of The Hub, has continued the promotion of the new branch store by means of monthly mailings of the "personal" type. While it is impossible to secure a complete report of sales produced by these mailings, the

fact that the personal appeal is effective is shown by numerous letters which the store has received from bankers, railway executives, and other prominent men who have written their appreciation and acknowledged the invitations and other mailings.

According to Mr. Chadwick, The Hub is maintaining this personal campaign with satisfactory results in building store prestige, creating good will, and establishing a large number of regular buyers among the classes to which the store is extending its sales promotion efforts. The same objective is being followed in the main store in Chicago's loop district through advertising in the metropolitan newspapers. In this manner, The Hub reaches the maximum possible number of buyers with its store publicity, thus favorably establishing the name, while it develops the business of the branch intensively.

The monthly mailings are printed on quality paper and are the size of the usual four-page social stationery. Several different

colors and finishes of paper stock are used, with envelopes to match. The inside pages are used for messages regarding the store's conveniences, policies, or plans, or for showing seasonal merchandise.

In this manner, The Hub is maintaining close contact with the buyers in the territory it serves, giving this contact a personal flavor as shown in the illustration above.

It is not always possible to use this method of creating personal appeal. Other concerns have solved the problem by eliminating stilted phrases and reverting to a more or less informal presentation of sales arguments and descriptions of the products so that they are almost conversational in tone. For more important occasions, formal invitations or announcements are frequently used.

Another method for creating the "personal" atmosphere is to have the sales letter written in long-hand, making a zinc etching of the writing and printing the number required on personal stationery.

How to Get Business This Fall

If you want to add to your sales volume this Fall—or even hold it to the usual level—NOW is the time to start planning your sales promotion campaign. Competition is not going to be any easier. If anything, it is going to be sharper and the concern that is not already starting to lay its plans is putting itself under a heavy handicap. Many Cargill customers have completed their Fall sales and advertising plans and the material is now in production.

It is not sufficient merely to *plan*, however. In order to meet competitive advertising and sales promotion activities this year, you need the aid of sage counsel, trained ability, broad experience, and keen resourcefulness to put every possible ounce of selling force into your sales literature.

Add to your knowledge of your particular field and of your own individual conditions the combined experience and facilities of the Cargill organization and start NOW to plan your Fall sales campaign.

A request on your letterhead will place you on the mailing list to receive *The Cargill Criterion* without obligation.

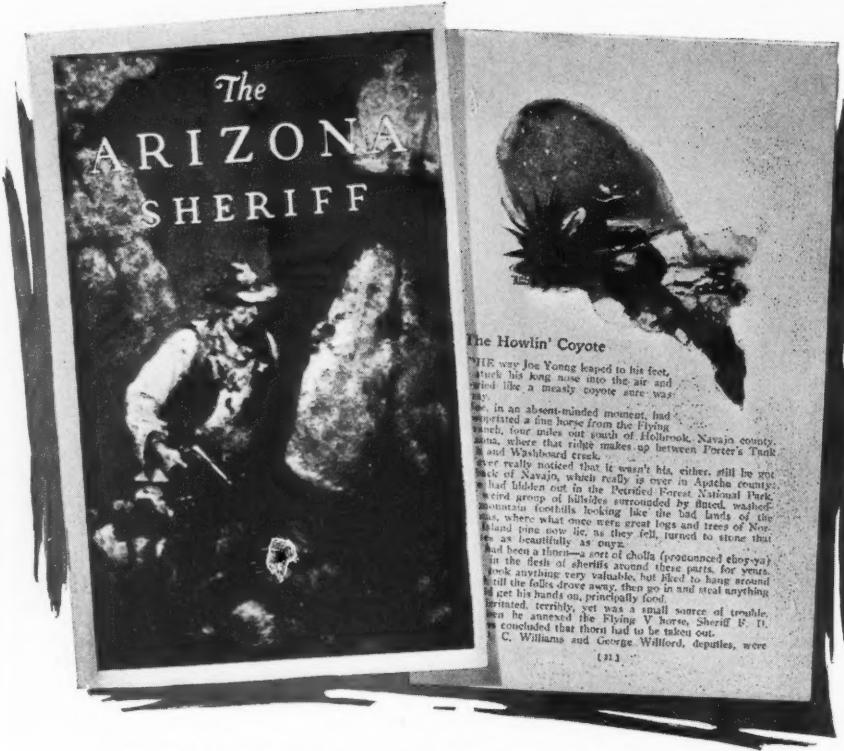
THE CARGILL COMPANY

ADVERTISING
SALES PROMOTION
Complete Printing Service

GRAND RAPIDS, MICHIGAN



The Cargill Criterion is mailed monthly to sales executives on request.



The Howlin' Coyote

"THE way Joe Young leaped to his feet, such his long nose into the air and barked like a meanly coyote, sure was a sight! In an absent-minded moment, just separated a fine horse from the Flying V, which, four miles out south of Holbrook, Navajo county, Arizona, the country makes up between Porter's Tank and Washboard tanks. I never really noticed that it wasn't his either, still he got back of Navajo, which really is over in Apache country, had ridden out in the Petrified Forest National Park, weird area of sandstone, surrounded by dried, wash-swept mountain foothills looking like old bad lands of the West, where what once were great logs and trees of Norway pine now lie, as they fell, turned to stone, that had been a timber forest. A cholla (pronounced choy-ya) in the flesh of sheriffs around here, for years took anything very valuable, but liked to have around him a small falls drove away, then go in and steal anything he get him alone, suddenly found irritated, terribly set upon small sources of trouble, when he annexed the Flying V horse, Sheriff R. D. Williams and George Willford, deputies, were

[31]

The Studebaker Corporation proves that sales literature for motor cars can be built on genuine human interest instead of lifeless facts about gear ratios, horse power, and the like. There are many untouched "angles" that would make excellent sales material in practically all lines of business—if you can only find them.

A Motor Car Booklet That Doesn't Talk Mechanics

ALL of us read according to the mood in which we are at the time. Speaking of advertising in magazines, a well known advertising man sums it up this way very neatly:

"If the reader is in a 'fiction' mood, he wants to be entertained, and then it is logical to assume that the Will Rogers' Bull Durham, the Jim Henry Mennens and the 'cartoon' type of advertisements will be the most likely to catch and hold his eye.

"On the other hand, if the reader is in a more serious frame of mind and picks up the magazine to read the general articles, the argumentative, informative advertisement makes the greatest impression on him."

This applies to direct mail advertising as well as to magazine advertising. Sales literature that partakes of fiction flavor and is entertaining comes in for attention when the reader is in a "fiction" mood. Serious facts and figures, and instructive literature get their

share of attention when the reader is in a mood to absorb information of that type.

For the latter, there is plenty of automobile sales literature that talks about horsepower, gear ratios, depth of frame, braking area, chrome-vanadium steel, and details as small as one ten-thousandths of an inch. For the buyer in a lighter mood, The Studebaker Corporation has published a booklet, "The Arizona Sheriff," that has a real fiction appeal without mentioning wheelbase or even horsepower.

The booklet is a clever piece of indirect sales promotion, since the stories it contains have to do with Studebaker performance in connection with carrying on the duties of sheriff in the mountains and deserts of Arizona.

Following are a few brief excerpts illustrating how the sales message is carried to the reader without destroying the fiction atmosphere:

"Such a drive through the mountains, over a road clinging to the

(Continued on page 79)



"Not doing anything just now"

Is that the answer you give your printer? If it is, you are hurting yourself. The nearer you are to doing nothing, the more you need good printing

IF you and every other man in your business slept all day, there would still be a lot going on in your business.

Rent would be going on. Overhead would be plugging steadily away. Salaries would not stop.

What is *much* more important, your customers and prospects would be planning, deciding, and buying with less and less thought of you and your firm.

There are many reasons for postponing, holding up, or neglecting the printing that keeps a business in touch with its public.

Some of these reasons may seem good, but they are all bad compared to the fact that you are doing no direct advertising. The public's memory will not mark time, just because you do. The public forgets.

No matter how much printing you intend to use next year or "some time soon"; no matter what splendid printing you have used in the past; no matter if business is off, or you are so busy you are rushed to death—don't give your printer the answer that you "are not doing anything just now."

In the first place, it isn't wholly true—and he knows it. In the second place, to whatever extent it is true, you need good printing more acutely than ever.

In the use of printing to promote your business, doing something is always infinitely better than doing nothing.

Further, just to say that you are doing nothing has a tendency to lull yourself and your people into the belief that nothing needs to be done, that nothing can be done.

Watch yourself if you feel like giving that answer to your printer. If you have already given it, right now—this minute—is none too soon to call him in and prepare to do something right away.

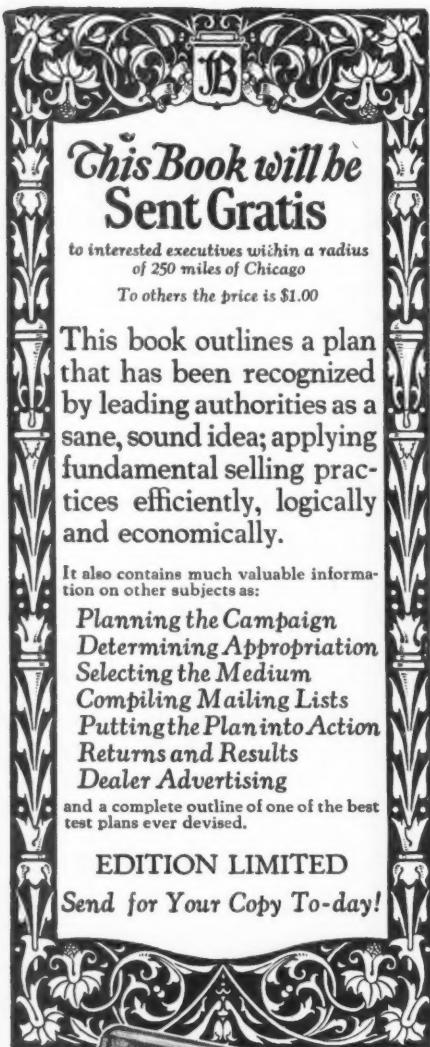
To sales managers, advertising men, printers, and buyers of printing

Some interesting information on the use of printed pieces in advertising and on cooperation with good printers is contained in a series of books being issued by S. D. Warren Company. Ask a paper merchant who sells Warren's Standard Printing Papers to put you on his mailing list, or write direct to us, suggesting, if possible, the special problems of direct advertising on which you need help. S. D. Warren Company, 101 Milk Street, Boston, Mass.

-[better paper—better printing]-

WARREN'S STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding



PIN TO YOUR LETTERHEAD AND MAIL TO

THE F W BOND COMPANY
429 South Ashland Boulevard, Chicago
Please reserve for me a copy of
"ADVERTISING-SELLING
with a Budget Plan"
Mark for the attention of _____

Title _____

A Booklet to Introduce a New Product

WHEN introducing a new product, many concerns sometimes forget that the prospect buyer is not as familiar with all the details of construction, operation, and installation as those at the factory who have been in close connection with the product since its inception. The result is that the sales literature on these products sometimes fails to carry sufficient specific and detailed information and the buyer fails to understand what it is all about.

Of course, the name of the corporation behind this product lends weight to the burner itself. However, this fact is not offered as sufficient evidence of its merits, for these are fully described.

In keeping with the quality of the product, the booklet itself is attractively designed and printed in two colors. A typical page and the inviting cover design are shown herewith.

While no actual record has been kept of inquiries received as a



In a new field, filled with stiff competition and a steady stream of new products coming on the market, the buyer easily becomes confused and decides to "wait until later." This booklet, issued by the Socony Burner Corporation, eliminates confusion and helps the buyer to make a decision.

The Socony Burner Corporation recently introduced a new oil burner in a field already considerably cluttered up with claims and counter-claims, and with buyers considerably confused as to the real merits of this or that system. The important feature of this booklet is that it so clearly states the advantages of this particular burner and illustrates these advantages so that the buyer can easily understand them.

To back up the statements that are made, testimonial letters and illustrations showing actual installations are reproduced from the originals. The sales arguments gain strength due to the fact that they are devoid of overly-enthusiastic claims and, in fact, are rather conservative.

result of mailing this booklet, it is stated that results are apparent through the fact that salesmen find less difficulty in closing, with fewer call-backs where the buyer has had an opportunity to receive the booklet.

In the preparation of sales literature for introducing a new product, the outside viewpoint is valuable to the manufacturer because he is likely to lose his perspective through too close and constant contact with his own problems of designing, manufacturing, and distribution. There are many examples in business history of how suggestions from "outsiders" have proved valuable in merchandising a product or in discovering new uses for it. This is true in practically every line of business.

Chieftain Bond

ACCLAIMED throughout the business world as the quality bond of varied uses, CHIEFTAIN BOND has attracted to its standard a host of loyal friends. They value its versatility, and swear by its quality. It prints and lithographs easily and its character gives that elusive quality air to mark your advertising as unusual. Besides this, it is available in fourteen attractive colors that cover almost any advertising demand.

"Note the Tear and Wear as well as the Test"

DISTRIBUTORS

ALBANY, N. Y. . . . Potter-Taylor Paper Corporation
BALTIMORE, MD. . . . Barton, Duer & Koch Paper Co.
BOSTON, MASS. . . . W. H. Clafin & Company
BUTTE, MONT. . . . Minneapolis Paper Co.
CHICAGO, ILL. Parker, Thomas & Tucker Paper Co.
CINCINNATI, OHIO Standard Paper Co.
CLEVELAND, OHIO . . . Petrequin Paper Company
COLUMBIA, S. C. . . . Epes-Fitzgerald Paper Co.
DALLAS, TEXAS . . . E. C. Palmer & Co., Ltd.
DENVER, COLO. The Carter, Rice & Carpenter Paper Co.
DES MOINES, IOWA . . . Carpenter Paper Co. of Iowa
DETROIT, MICH. . . . Whitaker Paper Co.
DULUTH, MINN. . . . Peyton Paper Co.
HOUSTON, TEXAS . . . E. C. Palmer & Co., Ltd.
INDIANAPOLIS, IND. . . . Century Paper Co.
JACKSON, TENN. . . . Martins-Currie Paper Co.
KANSAS CITY, MO. . . . Kansas City Paper House
LANSING, MICH. . . . Dudley Paper Co.
LOUISVILLE, KY. . . . Southeastern Paper Company
LOS ANGELES, CALIF. . . Western Pacific Paper Co.
MILWAUKEE, WIS. . . Allman-Christiansen Paper Co.
MINNEAPOLIS, MINN. . . . Minneapolis Paper Co.
NEW ORLEANS, LA. . . E. C. Palmer & Co., Ltd.

NEW YORK CITY F. W. Anderson & Co.
OKLAHOMA CITY, OKLA. . . . Kansas City Paper House
OMAHA, NEB. . . . Field-Hamilton-Smith Paper Co.
PHILADELPHIA, PA. . . . D. L. Ward Company
PITTSBURGH, PA. . . . Seyler Paper Co.
PORTLAND, OREGON Blake, McFall Co.
PROVIDENCE, R. I. . . . Paddock Paper Co.
PUEBLO, COLO. . . . Colorado Paper Co.
RICHMOND, VA. . . . Epes-Fitzgerald Paper Co.
ROCHESTER, N. Y. Hubbs & Hastings Paper Company
ST. LOUIS, MO. . . . Acme Paper Company
ST. PAUL, MINN. . . . E. J. Stilwell Paper Co.
SAN ANTONIO, TEX. . . . San Antonio Paper Co.
SAN FRANCISCO, CALIF. . . General Paper Company
SPOKANE, WASH. . . Spokane Paper & Stationery Co.
SPRINGFIELD, MO. . . . Springfield Paper Co.
TACOMA, WASH. . . Tacoma Paper & Stationery Company
TAMPA, FLA. . . . E. C. Palmer & Co., Ltd.
TOLEDO, OHIO . . . Ohio & Michigan Paper Company
WASHINGTON, D. C. . . Barton, Duer & Koch Paper Co.
WILKES-BARRE, PA. . . Barton, Duer & Koch Paper Co.
WORCESTER, MASS. . . Charles A. Esty Paper Co.

EXPORT—NEW YORK CITY—American Paper Exports, Inc., and Parsons & Whittemore, Inc.
ENVELOPES—WAUKEGAN, ILL.—National Envelope Co., Div. United States Envelope Co.
WORCESTER, MASS.—Logan, Swift & Brigham Envelope Co., Div. United States Envelope Co.

NEENAH PAPER COMPANY

Neenah, Wisconsin

Makers of
OLD COUNCIL TREE BOND
SUCCESS BOND
CHIEFTAIN BOND
NEENAH BOND

Check the Names

WISDOM BOND
GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



SALES MANAGEMENT—JULY 10, 1926

If you want to be convinced that

Standard Rate and Data Service

is essential for selecting the proper mediums for your advertising campaigns—put yourself in the place of our present subscribers.

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive

CHICAGO

New York

Los Angeles

USE THIS COUPON!

Special 30-Day Approval Order

192

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____

Street Address _____

City _____

State _____

Individual Signing Order _____

Official Position _____

Pictures to Tell a Quality Story

IF ALL the type matter in the booklet issued by The Safe-Cabinet Company entitled "Burned Records" were to be removed, this piece of sales literature would still carry a convincing sales story because of its illustrations. When the engravers selected their slogan, "Your story in picture leaves nothing untold," they must have been thinking of booklets like this.

The Safe-Cabinet Company uses a combination of pen drawings and Ben Day screens, with halftones inserted now and then, to create a very definite impression of heat and strength. While this particular style of art work and engraving may not be applicable to all types of sales illustrations, there are other important factors which combine to create the proper effect and thus increase the sales power of this booklet.

In the first place, the drawings are excellent examples of pen and ink work. Much of the effectiveness might have been lost in the very beginning by sloppy art work or unintelligent handling. The engravings by which the original drawings are reproduced are also of high quality. It is an old saying among engravers that good plates cannot correct bad drawings. At best, they can only reproduce the original. In this case, however, the spirit of the drawings is carried out faithfully and the Ben Day work is an excellent example of the possibilities along this line.

The third factor which contributes much toward the success of the booklet is the fact that good paper stock is used and also high grade printing. This combination of quality art work, engraving, printing, and paper stock is evident in many other pieces of sales literature, of course. It is all the more important in this particular instance, however, because it contributes so largely to the final effectiveness.



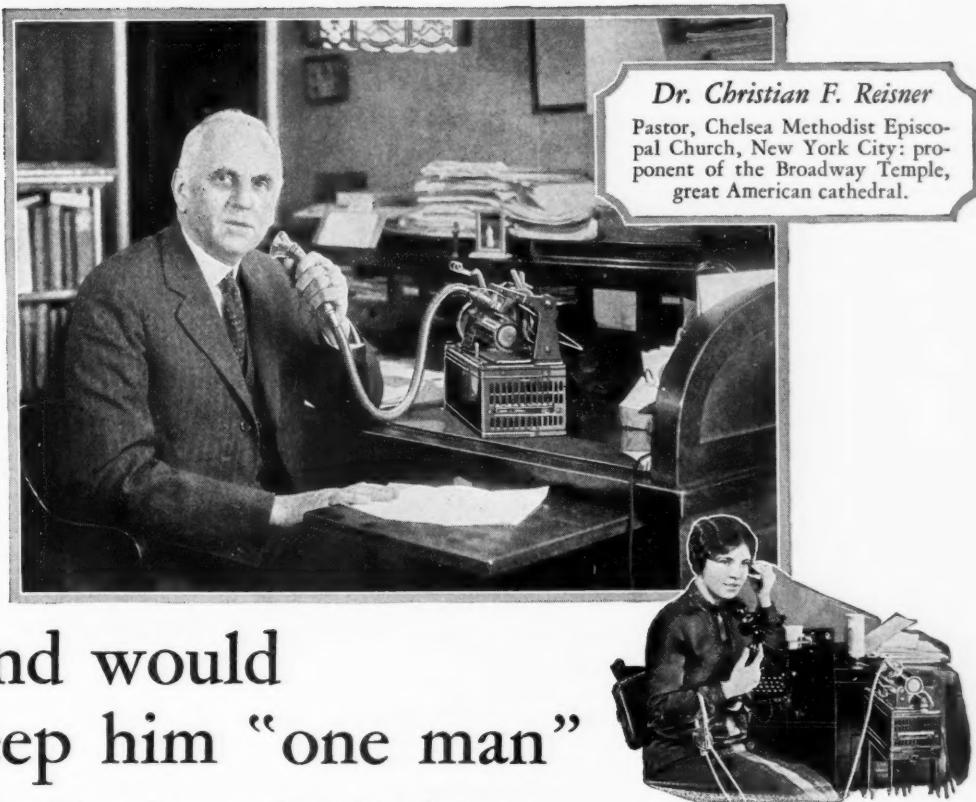
The Safe-Cabinet Company uses this quality booklet to describe and illustrate the quality of its products by showing in picture form the tests which these products must pass. Pictures like these are more forceful than a thousand words. Literature of this type is not cheap, but it is effective—and results are what count in the long run.

What's Wrong With Shorthand?

Executives say:—

"It's the 'ring and wait' system."
"She can't help me with other things."
"If I could only dictate while it's fresh in my mind."
"If she could only take it as fast as I think."
"Out sick, so my letters have to wait."
"She can't get out all she's taken."
"I'm forced to cut dictation short."
"Felt just like dictating but she's gone."

That's enough! I'll send in the coupon below on general principles.



Shorthand would keep him "one man"

So he uses The Dictaphone to help him become four: minister, publicist, author and business man

Read how Dr. Reisner keeps himself for the big things he alone can do—and realize that our coupon offer can help you get more done, too!

A NEW idea in churches! Self-supporting, income-producing, a skyscraper church built by interest-paying bonds—not donations. Due mainly to the vision and energy of Dr. Christian F. Reisner.

Combination church, social center, apartment house and hotel—The Broadway Temple will soon rear its lighted cross 30 stories over the 400,000 people who live on Washington Heights, Manhattan. Important men in the financial world are backing this project—a tribute to the sound business ability of the pastor.

Naturally, Dr. Reisner is a very busy man. The fulfillment of his dream of making the church a conspicuous building, with people living in it, means that his day is filled with conferences and visits. Then there are letters and

publicity articles by the hundreds to write. "After hours" is the only time to do them—and The Dictaphone provides the only possible way.

Everything goes right on The Dictaphone—letters, sermons, books, articles. His secretary, Miss Shirley Smith, sees that they are correctly transcribed. In fact, the letters and many articles are sent out without Dr. Reisner ever bothering to re-read them. The Dictaphone, he insists, means accuracy! Miss Smith is charged with many important executive duties. In addition to taking care of Dr. Reisner's voluminous correspondence, she must see that the church magazine, the "Weekly Announcer," gets to press.

"There is considerable research for me to do in connection with articles that Dr. Reisner writes," she says. "I could not do a third of what my office gets done if I had to use shorthand."



Broadway Temple
As it will look when completed.

DICTATE TO THE DICTAPHONE

REG. U. S. PAT. OFF.

and double your ability to get things done!

Dr. Christian F. Reisner

Pastor, Chelsea Methodist Episcopal Church, New York City; proponent of the Broadway Temple, great American cathedral.

Miss Shirley Smith

Secretary to Dr. Reisner, declares: "The Dictaphone is indispensable to one who, like Dr. Reisner, does most of his dictating at night."

What's Wrong With Shorthand?

Secretaries say:—

"Those awful waits while he chats over the phone."
"Hours wasted while he's in conference."
"No one else can read my notes."
"I'm nothing but a bell hop."
"These endless notes make me dizzy."
"I'm sure he said that, but . . ."
"Yes, I do mind staying late."
"Cold notes are maddening."
"No time for real secretarial work."

That's enough! I'll show him this trial offer right now.

Dictaphone Sales Corp.,

154 Nassau St., N. Y. C.

I want to read what leading executives or secretaries say about increasing their ability with The Dictaphone. Mail me FREE copy of your booklet, "What's Wrong With Shorthand?"

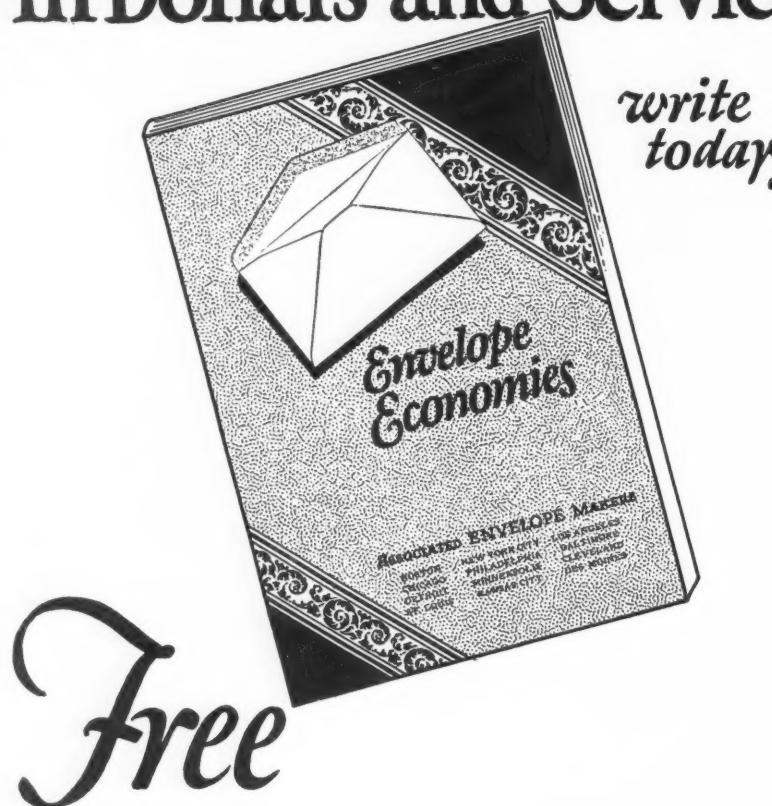
am a Secretary Executive (Check One)

Please notify your nearest office to lend me a New Model 10 to try. I understand that this loan involves no expense or obligation.

For Canadian inquiries address, Dictaphone Sales Corp. Ltd., 33 Melinda St., Toronto, Canada

World-wide organization—London, Paris, Brussels, Sydney, Shanghai, etc.

-for your benefit in Dollars and Service



THIS book brings to your desk nation-wide experience that results in valuable savings in dollars and service whether you use just a few thousands or a million envelopes yearly.

Write TODAY for your copy of "ENVELOPE ECONOMIES." It is packed full of actual economies, sales-making ideas and helpful suggestions regarding business envelopes of all kinds, featuring the New GLUE-LOCKED improvements.

Address the nearest maker listed below

ASSOCIATED ENVELOPE MAKERS *Better Equipped to Make Better Envelopes*

BOSTON

Boston Envelope Company
315 Centre Street—Jamaica Plain
Phone—Jamaica 4870

CHICAGO

Brown Paper Goods Company
900-910 West Lake Street
Phone—Haymarket 7027

DETROIT

Wolf Detroit Envelope Company
530 Piquette Avenue
Phone—Northway 2094

CLEVELAND

Wolf Envelope Company
1749-1781 East 22nd Street
Phone—Prospect 3470

DES MOINES

Berkowitz Envelope Company
1013-15-17 Walnut Street
Phone—Walnut 957



NEW YORK CITY

Berlin and Jones Company
547-553 West 27th Street
Phone—Chickering 8680

PHILADELPHIA

Whiting-Patterson Company
320 North 13th Street
Phone—Locust 0545

LOS ANGELES

Coast Envelope Company
610 East Second Street
Phone—Metropolitan 3113

MINNEAPOLIS

Monasch Company
Envelope Mfrs. and Lithographers
500 South Fifth Street

KANSAS CITY

Berkowitz Envelope Company
19th and Campbell Streets
Phone—Harrison 0092

BALTIMORE

Oles Envelope Corporation
Montebello Avenue, Near 25th St.
Phone—Homewood 8968

ST. LOUIS

Berkowitz Envelope Company
Locust 23rd and St. Charles Sts.
Phone—Central 2525

A House Organ for a Thin Market

(Continued from page 65)

famous organs, and well known players cover a wide range of interest.

In a house publication devoted to a product of high quality and issued to discriminating buyers, the entire purpose would be defeated unless the publication itself were of the highest possible quality. The sample pages from "Stop, Open and Reed" shown here illustrate the quality of the layout, typography, art work, and engravings that make this magazine so attractive. It is printed on dull-coated enamel in a sepia tint. The use of a second color in the printing is limited to the title on the cover page and two-line initials in the first two and last two pages. The remaining pages are printed in duo-tone sepia ink, making possible varying warm shades of sepia in the halftones while the type matter appears dark brown, approaching black.

In many cases, where the house organ proves to be a failure, the fault will be found in the make-up and quality of the art work, engravings, and printing rather than in the editorial content or the mailing list. If a house organ is worth while at all, it should be done well. This, however, does not mean that it must necessarily be costly to be successful.

Through the regular publication of your house organ, you can build steadily an impression of quality for both your organization and your product—provided the magazine itself reflects quality.

Getting "Outdoor" Appeal Into Sales Literature

(Continued from page 68)

published by the Union Pacific Railroad describing Colorado's mountain playgrounds. This booklet is doubly valuable to the advertising critic because it contains some wonderful examples of photography which have been "doctoried" by the retoucher. While

this work has been done merely to bring out certain details, such as a waterfall which did not show clearly in the original photographs, the repair work is easily discerned and these particular pictures lose much of their natural charm.

However, there are sufficient other illustrations in the booklet taken from unretouched photographs that the charm is not lost. In the copy, brief, specific facts are given regarding the various places of interest, hotels, camp sites, etc. No space is wasted in trying to describe natural beauties that are evident in the photographs themselves.

Advertising of this type which does not pretend to implant a ready-made reaction in the reader's mind usually is more convincing than that which leaves too little to the imagination because the writer has worked his own too hard.

Motor Car Booklet That Doesn't Talk Mechanics

(Continued from page 72)

side of canyons like a swallow's nest, doubling back on itself on steep grades amid rough rocks; now down a 20 per cent grade and immediately up a 17 per cent hill! Many other cars can't make this Black Canyon Trail."

"He knew the sheriff used an automobile and he figured no kind of a car could go where he had forced his horse to travel. Every time he got a chance, between sessions in court, he'd go over the same inquiry and doesn't believe yet they followed him in a car."

M. F. Rigby, advertising manager, The Studebaker Corporation of America, writes that many requests have been received for the booklet as a result of mentioning the booklet in magazine advertisements. A number of newspapers have requested permission to reproduce some of the stories because of the genuine human interest in them.

The sales copy in the booklet is confined to the center pages in which the "Sheriff" model of the Studebaker is shown with a series of brief sales arguments.



FREE To Business Executives

A beautiful sample Autopoint Pencil. See coupon below

Autopoint's 3 Exclusive Features

- 1 Cannot "jam"—protected by an exclusive patent.
- 2 Bakelite barrel—onyx-like, lightweight material—cannot dent, split, tarnish or burn.
- 3 But one simple moving part. Nothing complicated to go wrong. No repairs, no bother.

"That's a clever ad for Dalrymple Co!"

To the man who says:

Our business can't be advertised

Here is an amazing new way that reaches only those you wish to reach, that *sells and keeps them sold—that costs but a few pennies a year*

AFTER all, what you expect from advertising is *Results*, and if general advertising is too costly for you, do not say that no advertising will bring you business.

There is a new way, today adopted by leading businesses all over the country, that focuses your selling pressure on just those men who influence sales—that makes and holds good will for you—for your product or service. A way that brings results next year as well as this, and for the years to come.

This new way is the Autopoint Pencil—a 100% advertising medium for you if there ever was one. There is no waste when you advertise with Autopoint. Your ad goes to *the man you seek to reach*, stays there indefinitely. It serves as a reminder of your business when all other businesses are out of his mind.

The "Balanced" Pencil—with Your Name on It

We have overwhelming evidence to prove our statements—evidence supplied by the continual repeat orders of the greatest business firms in America. Companies who started with us in a small way, whose growth has been traced in their continually larger orders for special advertising Autopoints.

The Autopoint Pencil is beautiful, utilitarian, durable. It never wears out, it cannot jam or break. The Autopoint has an established value, in the recipient's mind, too.

Autopoint is the only pencil made of Bakelite, the feather-light, Gibraltar-strong composition that comes in the widest range of beautiful colors and effects.

There are no screw threads to break, no doubtful mechanism to jam. In fact, Autopoint exclusively uses a "one-moving-part" mechanism that is unqualifiedly guaranteed for the life of the pencil.

Send the Coupon Now—for Yours

There is a grade of Autopoint for every use—a size for every need. See them at any stationer's. Executives of businesses are invited to mail the coupon NOW for attractive Autopoint with their name stamped on it, and interesting new literature and price lists. There's no obligation.

Learn NOW about this amazing new road to profits—a way to advertise for many who have considered advertising too costly for their businesses.



Autopoint

"The Better Pencil"

AUTOPOINT COMPANY
4619 Ravenswood Avenue, CHICAGO, ILL.



**Clip the Coupon
and mail NOW!**

AUTOPOINT COMPANY *For Executives Only*
4619 Ravenswood Avenue, Chicago, Ill.

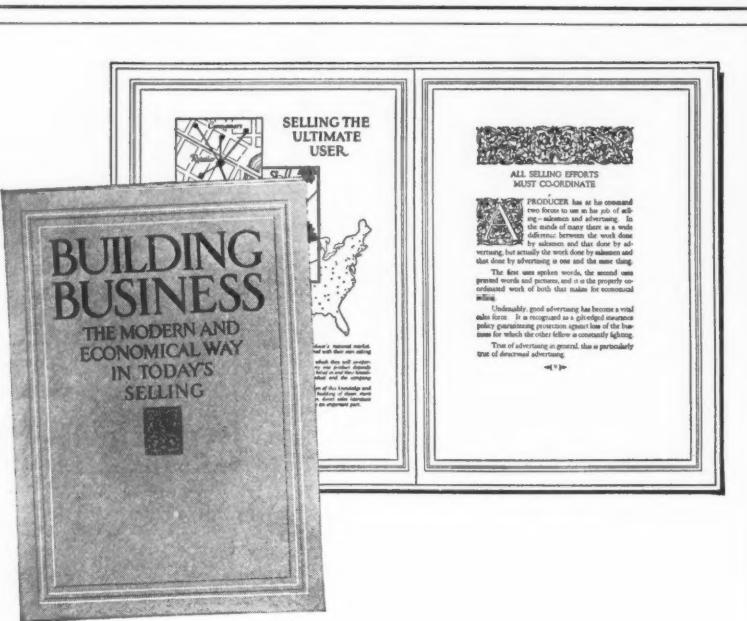
Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencils and stamping, and full information. I attach business card or letterhead.

Name..... Title.....

Firm.....

Address.....

SM-7-10



EXECUTIVES

who want to build greater sales increases without disturbing their present sales and advertising program will find this book informative and a real help. A copy will be sent without charge to advertising and sales executives upon request.

There are two kinds of sales increases. One is the natural gain that is little more than a reflection of increased demand. The other is the increase that is greater than the rate of gain for the industry and greater, too, than the sales increases of your competitors. This is the type of sales increase we are helping our clients to build. A representative will be glad to call and show you how it is being successfully accomplished.

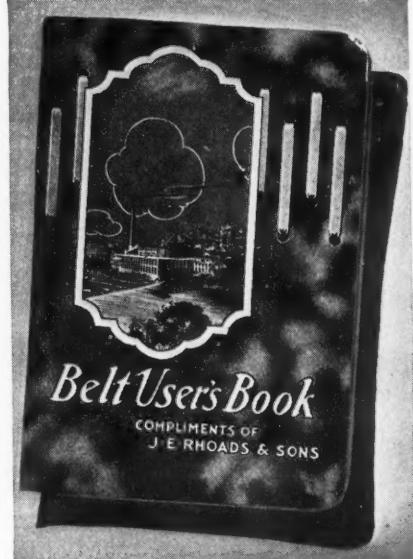
WILLIAM GREEN

a Corporation

Complete Direct Advertising Service and Counsel

Sales Promotion & Marketing & Merchandising

Offices: 627 West 43d Street, New York City



This booklet builds good-will by giving the buyer specific information that enables him to use the product with increased satisfaction and success.

A Booklet That Builds Good Will

THE "Belt Users' Book" issued by J. E. Rhoads and Sons is a typical example of a form of sales literature that is effective in building good-will for the manufacturer and his products. Except for a listing of this company's products with a brief description of each and the work it is intended for, the major portion of the book is devoted to specific information regarding different kinds of belt applications, proper methods for lacing belts, how to select the proper size and type of belting, etc.

Joseph Rhoads, advertising manager of the company, states that this is the most effective piece of advertising used by this concern during the past year, in the sense that it is an excellent good-will builder.

Another feature of the book is the manner in which the product itself is made a part of the all-over cover design, as shown by the illustration at the top of this column. There are many opportunities available to manufacturers in other lines for incorporating the product in the cover designs for booklets, catalogs, folders, etc.

Literature that provides useful information to the user is probably one of the most valuable means of building good-will.

Sold: \$260,000 Worth of Oil Burners

(Continued from page 20)

the "Sales Kit." It is designed to guide the sales talk as well as to illustrate it. The material it contains gives an outline of the main points of a complete presentation and is arranged in the right order for well planned selling. Appealing to the eye of the prospect is vastly more important than appealing to his ear. The evidence of the eye is more convincing than that of the ear. Things seen make a more vivid impression than someone's words which are merely heard.

We are careful to warn our salesmen that pictures of installations in prominent homes of the city, or testimonial letters from satisfied owners, should never be presented as proof of the product, for immediately the salesman is placed on the defensive. But we have found no better method in illustrating the sales points as they are discussed.

Hold Regular Sales Meetings

Such matters as these are discussed at the regular sales meetings held every morning from 8:30 until 9:00 o'clock. Three mornings a week are devoted to educational talks by the members of the engineering staff, to acquaint the salesmen with the technical aspects of the business. The other three mornings there is a general round-table discussion of sales problems.

Proper selection and training of personnel is of major importance in a sales organization. In the selection of salesmen, outward appearance means little to me; at least, I give it only minor consideration. I am always reminded of the time when I started in selling. Nervous, sensitive and timid to a degree that caused marked stuttering. Can you imagine a stuttering, stammering salesman, just literally scared to death of meeting the public? That's how I started as a salesman, contrary to the wishes of my family and advice of my friends. But I gave up a good job, and made it a sporting proposition. I not only surprised my friends but myself. I overcame the

habit of stuttering, and finally learned to enjoy a real battle of wits with a tough prospect. Hence I hesitate to judge a prospective salesman by outward appearance. More important is real character, reliability, and that inward spark of "stick-to-it-iveness," that makes itself manifest only in the battle for orders.

Winning Employees' Cooperation

A "hard-boiled" executive, who is quick to jump to conclusions, and always ready to condemn, will never win the confidence of his employees. Throughout our organization, we are slow to hire, but also slow to fire. We make it a rule always to give the other fellow the benefit of the doubt—if he "comes clean" when a mistake has been made. Our employees know this, and they are willing to help straighten out a difficulty or an error, even if so doing will cast reflection on their work. I recall an incident not long ago. We had installed a heating plant in a home; it was paid for, the customer was satisfied, and everything seemed okay.

However, one of the workmen, as an afterthought, concluded that he had been careless in placing a pipe in an exposed position that might subsequently cause it to freeze. He might have kept the matter to himself, and if trouble arose later, "passed the buck," but instead he reported his mistake. The error was immediately corrected and cost the firm twenty-five dollars. The man knew he would not get a "running over," that the repair expense involved would not be deducted from his pay check. Why jeopardize the reputation of the firm by subterfuge? How much customer ill-will could be avoided if every employee would be equally frank! There was no need of telling this man to be more careful in the future. He'll watch his step and do it in the right spirit.

With this kind of teamwork and loyalty, it is not hard to understand why our organization made such a splendid showing in the sales

contest. To obtain this kind of co-operation within the house, as well as with the public, absolute confidence must be established, based on frankness and truthfulness in every particular.

The reward comes not only in having a happy, contented family of co-workers, but in many unexpected ways. The other day two of my men were digging a ditch for the installation of a heating plant. A passerby stopped and asked what they were doing. These men could hardly speak English, but before the interview was over they had sold the man an oil-burner. The purchaser told me later that so impressed was he by the earnestness and sincerity of these humble workers, he concluded that the organization and product behind them must be all right.

The Right Staff Spirit

Likewise, many valuable prospect leads come from the mechanical and service departments. The monthly bonus we give to the members of these departments for assisting the sales department, of course, gives an incentive in this direction, but is more in the nature of a token of appreciation.

Proper cooperation between executives and employees promotes a healthy organization spirit. During the last sales contest, Vernon Shaw, of our Portland branch, entered the final week with twenty-five sales to his credit. He thought his record was safe, so he turned over several of his prospects to fellow salesmen, who had not done so well as himself. His chief interest was to pile up a record for his organization, even if so doing would mean a considerable financial loss to himself. As a result of this, Mr. Shaw lost first place to G. M. Wells, of our Seattle office, who made twenty-eight sales during the month. But he won't lose in the end!

The other day, one of our dealers in Washington received a telephone message from an Oil-O-

Matic purchaser, asking for maintenance service. It so happened that the call came from outside of this dealer's territory. Strictly speaking, he was not called upon to do the work. However, he drove fifteen miles in his own car, spent several hours doing the necessary repair, with no hope of remuneration. His only thought was that the customer must be satisfied—he must be served in order to maintain the reputation of the concern of which he is a part.

On another occasion, one of our salesmen, working on a commission, worked all night on an emergency call from one of his customers, whose heating plant was in need of attention. One of our expert service men could have done the work in much less time, but in the emergency, the salesman did not hesitate to assume the responsibility.

Another of our older and more experienced field men deliberately chose the most unproductive territory, that some of the beginners might have easier sledding, and bring in proportionately larger sales for the organization.

I mention these things to emphasize the fact that teamwork and loyalty throughout the entire organization are responsible for the results we obtain in our sales organization.

Five years ago, in a small office, in the L. C. Smith Building in Seattle, we started from scratch. Expansion tripled every year for the last three years, so that now we have three distributing offices with a personnel of about 200. This year our organization will handle a volume of more than one million dollars. In the light of the growth we have enjoyed, I am more than ever convinced that a policy of mutual responsibility, confidence and friendliness between employer and employee can do more for building sales and profits than anything else. It may take less thought and personal attention to manage a big, cold-blooded, methodical corporation, wherein everyone is a cog, but we know the effort to cultivate and build up whole-hearted friendly group action is eminently worth while. You can purchase a man's labor, but you've got to win and cultivate his good-will.

With this handicap it is not so surprising perhaps that the effort flattened out at the end of the first year, and the company went back to the policy that the organization did believe in. The plain fact was, of course, that in attempting to make so radical a change in policy without preparation, the new management was imitating Mark Twain's famous blue-jay in biting off more than it could chew.

A good deal has been written, first and last, on the subject of winning the cooperation of the organization—particularly the sales force—for the advertising. Most of it starts off with the easy assumption that it is merely a question of willingness on the part of the organization; that once it is led to see the advantages of the advertising policy the rest is easy.

Unfortunately, however, it is not always so simple a question as "will you?" Frequently it involves the vastly more difficult question: "can you?" It takes considerably more than a mere intellectual assent to a new doctrine to slough off all the mental habits associated with the old faith.

What I am getting at is simply this: that in making advertising plans it is advisable to give this matter of human cooperation considerably more than a casual glance. It will not do merely to assume that it is a question of pounding the table and instructing all and sundry to get in line or get out.

Nor is it always a problem that can be solved by virtue of argumentative rhetoric and persuasive eloquence. It may be necessary at times to modify the plan itself—to bring the plan into conformity with the temper of the organization, rather than to force the organization by main strength into conformity with the plan. It is often better to go a little more slowly and arrive at the pure and undiluted policy at last than to try to do everything at once and accomplish nothing worth while.

The Lyon Advertising Agency has moved from the Times Building in New York to 270 Madison Avenue.

When the Sales Plan is Ahead of the Organization

(Continued from page 62)

enthusiastic, and seemed to grasp clearly enough what we were driving at. But the trouble was that they hadn't been trained to sell goods that way, and didn't know how to do it; while they had been trained and did know how to make sales on the old basis. With the best intentions in the world they found it extremely difficult to reverse their practice, and in place of talking the merchandise that they understood, to present the reputation of the name and the organized public demand that was being built behind it.

What made it all the worse, of course, was the fact that it meant a reversal of practice for the trade as well as for them. Every dealer they called upon was thoroughly accustomed to buying these

particular goods on the basis of pattern and price, and his inertia as well as their own had to be overcome. He was simply bewildered when they tried to break away from the expected.

As a natural result, their enthusiasm for the advertising policy evaporated about in proportion to the square of their distance from the factory, and a few months on the road convinced them in their own private judgment that the plan was a dud. Being good sports, I think they meant to do their best to put it over for the chief, but their own personal and private opinion colored everything that they did. They were placed in the position of trying to sell something that they did not believe in.



Price
\$3.50

Sent to Any
Rated Concern
on Approval

Over Four Hundred
Pages Filled with
Useful Information

How Advertisers Split Appropriations

An important section of the Dartnell Advertiser's Guide for 1926 is a series of charts—one for each principal industry—showing the proportions of their total advertising appropriation spent for dealer helps, newspaper advertising, magazine advertising, trade paper advertising, outdoor advertising, sampling, etc.

Information You Will Find in the Guide

Count of Distributors

Retail Outlets by States and Cities; Comparison of Annual Sales by States of Chain and Independent Stores; Number of Establishments by Industries; Retail and Wholesale Auto Outlets by States; etc., etc.

Comparative Population Data

Estimated population of States and Cities as of 1925, compared with 1920 Census figures, and showing percent of increase or decrease; Number of Income Tax payers by States and Cities; Automobile registrations for principal cities; etc., etc.

Peak Seasons by Lines of Business

Tabulation showing the percentage of the year's business done during the twelve months of the year in nearly all important lines of business by percentages; count of telephones and electric meters by states.

Buying Seasons—Principal Cities

An index figure showing degree of business activity in two hundred important centers for each month of the year, based on survey of individual bank debits and other data.

List of Agency Principals

Names and connections of principal executives and officers of more than 600 advertising agencies, with a short digest, in most cases, of the experience and duties of each. Also recognition and data on the agency itself.

List of Agency Space Buyers

The name of the person in the more important advertising agencies who keeps tab on media and is called into consultation when lists are being made up.

Tests for Choosing an Agency

A prescribed series of tests or questions which bring out vital information concerning an advertising agency under consideration, with a detailed explanation of the significance of each question and its relative importance.

Small Versus Large Agencies

A section on organization of agency; agreements with agency; Significance of different kinds of recognition; Responsibility of Agency to publisher and advertiser; etc.

Advertising Appropriation Charts

Detailed plans for budgeting advertising expense; Charts showing percentage of sales to advertising in leading industries; charts showing how advertising appropriation is divided in different industries.

How to Judge Advertising Media

Listing of important newspapers, magazines, farm papers, trade papers, etc., with circulation, rates, closing dates, type page sizes and other helpful data. Section on interpretation of these data.

Measuring Advertising Results

Section of ruled pages for mapping out campaign in publications, arranged for keeping record of results, costs per inquiry, etc., for use in future selection of media.

Copyright and Trade-Mark Data

Digest of Trade-Mark and Copyright Laws in the U. S. and principal Foreign Countries; Comparative weights and paper sizes; Tabulation of sources of mailing lists; Digest of Patent Laws of the World, etc., etc.

Includes the Dartnell Index to County Buying Power

THE DARTNELL CORPORATION, Publishers

4660 RAVENSWOOD AVENUE, CHICAGO

19 WEST 44th STREET, NEW YORK

The Guide will be of considerable value to us throughout the year, and it already has a place among the most valuable volumes in our library. SUNLAND SALES COOPERATIVE ASSOCIATION.

It contains much valuable information. Not only the statistical matter in Part 1, but the Advertising Agency information in Part 2, are of especial value. SIMONDS SAW & STEEL COMPANY.

The Guide has been put at work in our advertising department, where it will be a valuable book of reference. STEPHEN F. WHITMAN & SON, INC.

EDITORIAL COMMENT

Again the Pessimists Are Explaining

The first half of 1926 has passed. According to the professional forecasters and business tipsters it ought to have ended in a slump. But the slump must have been busy elsewhere, for all indications are that general business today is running better than 10 per cent ahead of a year ago, and that instead of slackening it is gaining momentum. Confidence, badly shaken by pessimistic predictions earlier in the year, is returning, and unless something totally unexpected in the way of a crop disaster happens, we should have one of the best summers in several years. It pleases us to be able to record these facts, because early in the year when the forecasters were busy dispensing gloom, we expressed our opinion that business during the first half of the year would exceed 1925 by at least 10 per cent, and we urged our readers to make their advertising and selling plans accordingly. The reason we felt justified in going contrary to predictions was because most of these predictions are based on theoretical curves or charts which are built up on insufficient data, and are unduly influenced by major industries. For example, the textile industry is today in a state of depression, and its downward influence naturally is magnified in any general chart. Were it possible to get at all the facts needed, this downward trend would be offset by the upward trend of retail sales, agricultural activities, real estate transactions, building operations, etc. It is because of the impossibility accurately to chart declines and falls in general business that Dartnell discontinued its business conditions index three years ago.

British Praise for American Selling Methods

The report of His Majesty's Imperial Economic Committee on the Marketing of Foodstuffs recently presented to Parliament is a very thoroughgoing and praiseworthy document. It was prepared by a committee representing the various commonwealths, with the object of increasing within the United Kingdom, the consumption of foodstuffs produced within the British Empire. It is a part of a larger program, now under way in Britain, to curtail imports from foreign countries and stimulate the demand for British products. According to the report, the imports of raisins into the United Kingdom from the United States prior to 1920 were almost nil. In 1922 the Sun-Maid Raisin

Growers established a British sales organization. Using American advertising and selling methods, but employing British salesmen, imports of raisins from the United States were steadily increased until by 1925 this country has become Britain's principal source of supply for raisins. "The large sales which have been made," the report states, "must be attributed solely to salesmanship and to advertising." The committee recommends that similar methods be employed by British producers, and that a general advertising campaign to encourage the consumption of dried fruits be inaugurated. The findings of the Imperial Committee are interesting from two standpoints: They prove once again, if such proof be needed, that consumption can be increased by aggressive advertising even in the face of the prejudices which confronted this campaign. Secondly, they prove the statement made in "Sales Management" a year ago by Gilbert H. Carr, in charge of sales for Sun-Maid raisins in the United Kingdom, that while there are some differences in temperament of the British public as compared to the American public, they are not nearly so great as popularly imagined.

The Manufacturer's Responsibility for a Dealer's Sales Tactics

In a recent issue we expressed the opinion that over-aggressive salesmanship on the part of some Chrysler dealers is endangering the good-will which the mechanical excellence of the Chrysler car has built up. The editorial started quite a rumpus. It was generally felt that we were unfair to Chrysler in blaming their sales policy with the indiscretions of a few of their dealers. Today we received a letter from G. H. Miller of the E. M. Trimble Manufacturing Company endorsing our editorial and citing another case of unsavory selling by a Chrysler distributor. While we agree that a manufacturer cannot be held legally responsible for what his dealers do, we strongly feel that selling in the automotive field has reached a point where manufacturers must concern themselves more with how their cars are being sold. So far as the buyer is concerned, when he steps into a Dodge agency to buy a car he is doing business with the Dodge salesman, and the Dodge reputation is tarnished or varnished by the personality and methods of that salesman. No matter what happens the buyer's impression of the company is only his impression of the salesman. The responsibility can't be dodged.

Dartnell Man Takes a Swing Around Vienna

(Continued from page 24)

signed, included in which were the salary and expense accounts for the eight salesmen. I looked through the expense records and was surprised to find how small they were. The manager, who had been a sales manager in the States for many years, said that European salesmen didn't know the meaning of "swindle sheet." Good selling jobs are none too plentiful, and salesmen appreciate their positions too much to jeopardize them by padding expenses. This American firm allows its men to travel first class, but I noticed that some of the salesmen's expense books showed that the men had gone second class—and charged it up as such, instead of putting in the first class rates and pocketing the difference. This company has three men whose salaries are over three thousand a year, and the average is about twenty-four hundred.

Anyway, We Look Important

Before I forget it—here's a good "Sales Management" yarn which I picked up at the Gillette office. One of the men over there is a subscriber, and for some reason or other always writes his name and the company address on the cover of each copy as soon as he gets it. One Sunday recently he and his wife went out to the public gardens on the outskirts of the city and he took along the most recent issue of "Sales Management." When he returned home he discovered that the precious journal was missing. His anguish must have been excruciating but he decided to be philosophic and had quite forgotten the incident when two days later an Austrian laborer turned up at the Gillette office with the copy, which he had found on the grass in the park. He knew no English and so couldn't figure out what the reading matter was all about, but he explained that it looked like something very, very valuable and so he had made a special trip into town to return it to the owner.

It is the opinion of our own government representatives that the greatest handicap to the development of American trade in these parts is the policy of insisting upon payment for the goods in New York—that we must adopt a more liberal credit policy if we are to compete successfully with local manufacturers and those of other countries, particularly Germany. The Germans give sixty to ninety days, while we—generally speaking—sell C. O. D. Moreover, an Austrian jobber in buying American goods doesn't know what they are going to cost him. He knows what he will have to pay in New York, but he can't figure the freight costs, etc., except in a rough way. He doesn't mind taking his first few shipments C. O. D., but after he has established himself as a good outlet for the American product, he thinks he should be entitled to credit. A further obstacle is this: money rates are much higher over here. As against our 5 or 6 per cent, the central European frequently has to pay 20 or 25 per cent and so it's not surprising that he should think twice before he buys American goods C. O. D.

Selling in Continental Style

Saturday I spent several hours accompanying an Austrian salesman for an American line who was calling on the retail trade. He made seven calls and sold four orders totalling nearly a thousand dollars—not a bad batting average. But out of an elapsed time of, say, 250 minutes in stores talking to buyers, I don't think he used more than twenty-five in actually talking his merchandise. Selling is sort of a formal, social affair. Back slapping, cigar smoking, pounding the desk for emphasis and all emphatic means of getting attention are taboo.

A salesman calling on new trade seldom produces much on his first trip, a little more on the second, and it isn't until the fourth or fifth that he is getting healthy, normal business. Perhaps one reason

why, as a nation, we haven't been more successful in export selling is that our temperament is inimical; we lack patience. We demand immediate results and if we don't get them we withdraw in disgust. And we have been opportunists in our foreign trade, pitching in feverishly when we have over production at home but doing little toward building for the future.

These countries over here are much the same in their buying habits as Philadelphia. That city can't be "crashed" in a day, but if a manufacturer is patient and persistent, he can in a year or so, establish profitable business in Philadelphia, and a business that cannot easily be taken away from him, because the people are steadfast and loyal in their buying habits. They are somewhat sentimental in clinging to the old, accustomed, satisfactory products and so are these Europeans. They like to do business with the same people year after year. They hold back from giving business to a salesman until he and his product have proved themselves to be reliable.

Not Much Price Cutting

In one store I visited with this salesman the proprietor had become a father only a day or so ago, and the salesman used up nearly an hour (while I, a more or less typical American, shifted my feet and chewed "Life Savers" in exasperated impatience) in asking about the baby—its weight, name, godfather and godmother, the priest who was to christen it, the doctor who had officiated, the nurse who was in charge, the present and past condition of the mother, etc., and then again, etc. Finally, in a rather offhand and incidental manner he brought the conversation around to what he wanted to sell, and the owner very amiably signed an order for five hundred dollars' worth. As soon as we left the store the salesman went around the corner and, pulling a notebook out, he jotted down all the statistics about the baby so that he could flatter the merchant

Free Booklet explaining L M S unusual Warehousing Plan mailed Free on request.

Save Money by Storing in England

Here's important news to every business executive. Today, you can store merchandise throughout Great Britain for one-fourth of what you now pay by shipping L M S, and storing in L M S warehouses. Every convenience known to modern distribution is at your command—always! There are more than 300 L M S warehouses distributed through all important industrial centers of Great Britain, both on the coast and in the interior. They are all connected by direct rail routes. Handling charges and costly transit delays are cut to an irreducible minimum.

The average L M S charge for handling, stowing and delivering out of store as required, is only 2-3 of a cent per 100 lbs. inclusive.

The L M S is the one British Railroad which serves with its own lines all major British ports. L M S delivers right through to store door with its own teams and trucks; 1,300 motor trucks and 10,000 teams continuously employed. L M S storage rates on general merchandise vary from one-fourth to one-seventh of the current rates for storage in public warehouses in the United States.

LONDON MIDLAND & SCOTTISH Railway of Great Britain

One Broadway, New York City

The L M S New York office offers every cooperation to help you solve the problem of distribution in Britain. Address Thomas A. Moffet, Freight Traffic Manager in America, One Broadway, New York.



THE ONLY BRITISH RAILROAD WITH
AN ACTIVE FREIGHT DEPART-
MENT IN AMERICA

on his next trip by inquiring about the progress of the infant.

There is much less haggling over prices in the retail stores than I expected. If a product is branded and has an established price the people expect to pay it. Representatives of American firms report very little trouble from price-cutting. Many attempts are made to deceive the public through copying the name, trademark, or container of American products, but if the American manufacturer is ably represented, he will not suffer much on this score, because most of the countries have what they call "Disloyal Competition" laws and a protest to the government brings relief.

Advertising Gaining Ground

There is more and more advertising being done every year. There are few large billboards or moving displays, but a great deal of one sheet poster and street car advertising in addition to the newspapers and magazines. I have a hunch that a newspaper or magazine advertisement has a greater chance of producing results here than at home, because there are several readers per copy. All of the European cities abound in coffee houses. There must be several thousand in Vienna, where you go in and order a drink and the waiter without prompting brings you a stack of the latest newspapers and periodicals to pore over at your leisure. Every copy in these places must get several dozen readings. So while they have no A. B. C. audits, there is at least one compensating advantage here. Advertising copy isn't very interesting or persuasive, but art work, layout and lettering are of a high order. Germans and Austrians, in particular, are great readers, and advertisements will be read and acted upon if they are good.

As evidence of their reading habits—I would stake my last dollar on a bet that there are ten times as many bookstores in Vienna as there are in Chicago. And the stores in all lines display their wares attractively and make effective use of cutouts and their signs. I am speaking now of Vienna stores. Their displays are

far superior to those in Italian cities, with the one exception of Venice, where the stores go after the big tourist trade in much the same way that our merchants do. And because display material for American advertised products is better than that put out by manufacturers in other countries, the dealers welcome it eagerly.

They use American typewriters (Remingtons and Underwoods are to be seen everywhere and are more in evidence throughout Italy and Austria than our other makes). Adding and calculating machines have strong German competition. National Cash Registers are almost as common as at home.

The Tax Problem

I think there is a great opportunity for American goods in Central Europe, an opportunity which will become increasingly better as the countries, many of which were created after the war, become more stabilized. They are making rapid strides in that direction. The League of Nations has relinquished its financial supervision of Austria and will step out of Hungary the thirtieth of this month. A manufacturer who sets up his own branch or subsidiary company here has about the same problems and no more, that he would have at home, assuming that his manager knows the language, the laws, the customs, etc. Taxes are the most annoying problem. He would be taxed 25 per cent of his profits by the state, and 4 per cent of that amount by the city, and several minor assessments for doles and the like. But here, as everywhere else, there are efficient bookkeepers and tax experts who can be depended upon to find the lowest common tax denominator!

For the manufacturer who cannot expect enough business to warrant a direct branch, I suggest two alternatives. Either pick out a good distributor and give him exclusive rights, subject to his meeting a fixed quota of sales, or join with some manufacturers of allied lines in setting up a limited company. This last is a theory of mine. So far as I know, it hasn't been tried, but I think it would work.

A House Organ and a Sales Manual

(Continued from page 48)

queries coming in from either the man himself or his branch manager about when that check is to be published.

There's a question and answer department under the head of "Mr. X," where the salesmen can query matters of fact and policy concerning Becker roofs. For instance, one man wants to know why the company doesn't retail Becker roofing materials through dealers. When this question is answered in the Vat, every other man on the force gets the benefit of the answer.

Some event of unusually high interest may form the material which appears under the name on the front cover. The May 8 issue contained an announcement of the simultaneous sales meetings to be held May 14.

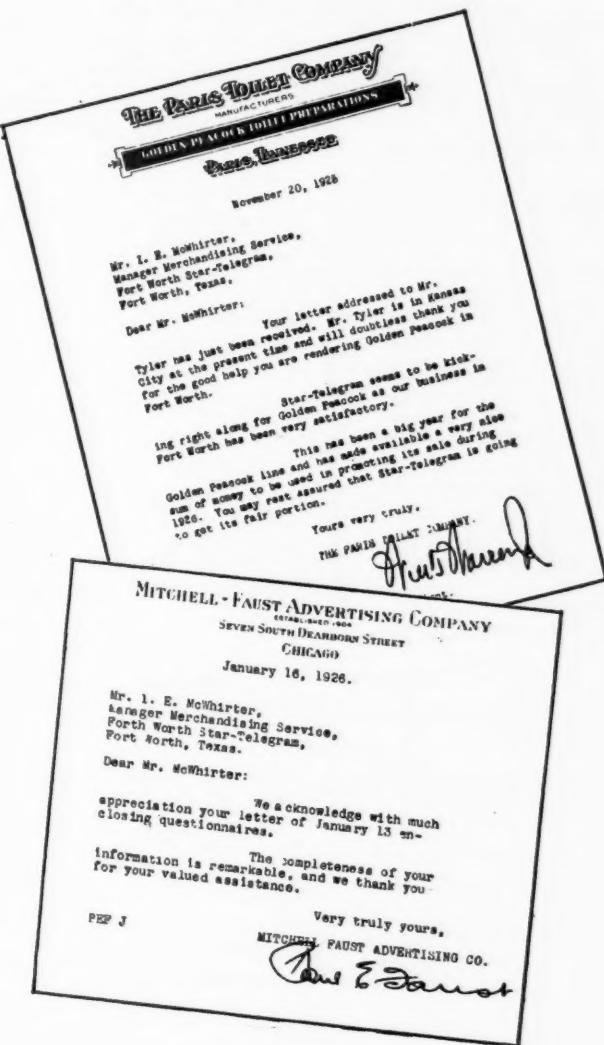
We've tried to give our men working facts instead of platitudes and froth in our house organ, and we believe that is the reason for its success. Because it is informative, it actually helps materially in building better salesmen—and in inspiring salesmen to greater effort.

The new sales guide acts as a permanent reference and working vehicle for our salesmen, while the Vat serves the valuable purpose of keeping a steady stream of new ideas, new facts, and new methods for application to current business problems, going out to the men selling for us. We've taught our men to sell on the appointment and one call plan—and the only way they can succeed in closing sales in one call is to supply them with plenty of facts about the product, so they can meet every possible objection in one interview with the buyer.

Willard Masten, director of sales of the Eagle-Picher Lead Company, of Chicago, was chosen chairman of the Sales Managers' Council of the advertising and sales managers in the paint and varnish industry at a recent meeting in Philadelphia.

"Completeness of your information remarkable"

—Says PAUL E. FAUST



A great try-out territory and a great newspaper

• • •

Daily and Sunday Over 120,000
NO CONTESTS - NO PREMIUMS

FORT WORTH STAR-TELEGRAM

(EVENING)

Fort Worth Record-Telegram

(MORNING)

FORT WORTH STAR-TELEGRAM
and Sunday Record

Charter Member Audit Bureau of Circulations

AMON G. CARTER,
President and Publisher

A. L. SHUMAN,
Vice-Pres. and Adv. Director

GOSPEL HILL
LETTERHEADS
PRODUCE SALES

A GOSPEL HILL Letterhead will feature in an attention commanding way the outstanding and most important sales possibilities of your business. They attract attention, arouse favorable interest and produce sales. Try making your letterhead represent you in a real profit-making way. You'll find GOSPEL HILL Letterheads easily outpull ordinary letterheads 6 to 1.

Write us on your letterhead for free portfolio of samples. No obligation.

The folks on
GOSPEL HILL
MARION - OHIO

HERE is an important opening with one of the best-known manufacturers and largest advertisers in its field for a young man, between 30 to 35 years, to develop as sales promotion manager. This position requires considerable traveling, and ability to work with and to help field men in the fuller development of their territories. Sales experience in the drug trade will be helpful.

This is a new position and offers unlimited possibilities for advancement. Salary to start at the rate of \$3,500 a year for the first 60 days. In writing give full information as to past and present connections, earnings, territories covered, nationality and experience. Apply by letter only.

F. WALLIS
ARMSTRONG COMPANY
F. Wallis Armstrong Building
16th and LOCUST STS.
PHILADELPHIA

Why Only One of Our Men Has Quit in 15 Years

(Continued from page 18)

their own dividends right back into the company treasury. The salary for a man who is beginning work on the sales force is usually near \$200. After that he is raised from year to year as fast as he develops.

Surely, I wouldn't trade my sales force, contented, loyal and productive as it is, at its present price, for any other sales force of sixty men at even half the money we're paying, if it were restless, discontented, and constantly disorganized through turnover. I'd rather save the turnover expense, hire better men and pay them higher compensation.

As I see it, our success in building an organization has been due to the fact that we've acquired the habit of thinking of our business, especially the sales end of it, as a career for the man who comes into it. We have sold him, from the very beginning, on this idea. He sees, all about him, men who have been climbing, year by year, to better jobs right within the company; he soaks up the tradition that Durand men stick. He sees how faithfully the company carries out its half of the bargain—we're not afraid to be even a bit sentimental about it. Our men are not only better salesmen for all this, but they're bigger, finer men.

How One Salesman Developed

Just one more incident which will show something of what we do with the man-power we are developing: twenty-one years ago, when the entire company comprised only a dozen people, the man who was then the head of the shipping department hired me to run errands for him. Later I went to New York as branch manager, and finally returned to Chicago as general sales manager. By this time the shipping end of the business had grown into an extremely heavy job, and we were a little afraid that the old traffic manager couldn't swing it. We didn't want to discharge him, so I called him into the office and told him I

thought I could teach him to sell. He signified his willingness to try, and so went on the road. Today he's still working out of the Chicago office, and he's one of the pluggers, the steady producers who are the very backbone of a sales force; he's not a star, but his volume month to month is always consistently near the top.

Many other sales managers might not have seen a potential salesman in this man, but I banked on him principally because I knew he had a broad background of the business as a whole, and he was inherently industrious and honest.

Salesmen Can Talk Facts

A company which is deliberately striving to develop the men at every point in the organization, from office boy, through factory hand and collection clerk, even up to the officers of the firm, has a bulwark of defense against almost any kind of disaster. For one thing, this policy engenders an esprit de corps among all workers, because each man is conscious that he is being watched; perhaps there is nothing more deadening to initiative than to be buried alive in the kind of an organization where no more attention or recognition is given subordinates than if they were so many marionettes.

For another thing it allows the company to expand and grow as fast as new markets are opened and business conditions will warrant, for there is no danger of serious disruption when one executive goes out to pioneer for new business. Someone has been trained to step into his shoes.

And so far as the sales force itself is concerned, it has provided an adequate, dependable source of man-power for the expansion that has come about in the past decade. We have a force of men who can sell a quality product against the toughest kind of competition. They can sell it because they know it inside out and upside down; they can talk facts, not fancy, to buyers.

Widening the Market for Bread

(Continued from page 28)

been offering in its advertising a set of four animal cookie cutters. Cookies always present a strong appeal to children, but when these cookies come hopping, waddling, sneaking or bouncing across the table in the shape of a bunny, goose, cat or lamb, the appeal is irresistible.

One of the most interesting of all the efforts to increase the per capita consumption of bread by introducing new varieties is the work the Sun-Maid Raisin Growers have been doing in behalf of raisin bread. This has been going on for several years and has been enormously successful.

It is along the lines of the raisin campaign that the endeavor to increase the eating of bread has produced the best results. The desire of the modern appetite for variety in food has been gratified by mixing a number of other ingredients with flour, such as fruit, nuts, sugar, milk, eggs, etc. The trend in this direction is evidenced by some figures which the Department of Agriculture has issued. According to the census of 1923 the baking industry, besides using 31,000,000 barrels of flour, valued at \$218,000,000, used other ingredients such as eggs, nuts, raisins, butter, etc., valued at \$265,000,000.

Among the many others who have been helping the baking industry to sell more of its goods per capita, are Washburn-Crosby Company, The Royal Baking Powder Company, and the Procter & Gamble Company.

The experience of the milling and baking industries and of the companies catering to them, is an excellent example of how the sales attack can be radically changed to meet a sudden shift in the forces of competition.

Church & Dwight Company, Inc., of New York City, manufacturers of Arm & Hammer brand and Cow brand baking soda, have placed their advertising account with Dorrance, Sullivan & Company, advertising agents of New York City.

SPARTANBURG, S. C.



From Where do You Sell the South

ARE you trying to make Southern sales from a Northern office? The thing to do is to get established in the center of the South, where you can sell man to man—with less effort and less expense!



Spartanburg, South Carolina, is the center of the enormous Southeastern market. With unrivaled transportation facilities for traveling or shipping, it is the logical place for your Southern sales headquarters or warehouse. From this center you can reach a wide area of great buying power. Investigate it now. Get in on the industrial development of the Southeast.

No better way than to write for the Marketing Survey of the Spartanburg Trading Area. Its common-sense facts on Distribution will interest you. Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.

INDUSTRIAL COMMISSION

1150 MONTGOMERY BUILDING

SPARTANBURG, S. C.

SPARTANBURG

"The Hub City of the Southeast"

SOUTH CAROLINA



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELING: 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

"Arlington Operated"

Hotel Ansonia

BROADWAY, 73rd to 74th Sts., NEW YORK CITY

12 minutes from Penn. & Grand Central Stations
5 minutes to Theatres & Shopping District



1260 Rooms

(ALL OUTSIDE)

New York's most complete hotel
Everything for comfort and
convenience of our guests

Two Restaurants

Open from 6:30 A. M. until Midnight

MUSIC & DANCING
TWO RADIO ORCHESTRAS
LADIES' TURKISH BATH
BEAUTY PARLOR & DRUG STORE
BARBER SHOP
STOCK BROKERS' OFFICE
ALL IN THE ANSONIA HOTEL

TRANSIENT RATES

300 Rooms and Bath \$3.50 per day
Large double Rooms, twin beds, Bath . . . 6.00 per day
Parlor Bedroom and Bath (two persons) . . . 7.00 per day

SPECIAL WEEKLY AND MONTHLY RATES

A RESTFUL HOTEL
away from all the
noise and "dirt" of the
"Roaring Forties." No
coal smoke, our steam
plant equipped for oil
fuel. Coolest Hotel in
New York in Summer.

The Ansonia

In conjunction with the Hotels Colonial,
Anderson, Richmond and Cosmopolitan

"Arlington Operated"

Encourage your office staff to write BETTER LETTERS

MANY TIMES letters are sent out over the signature of an officer of a company about which the official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

The
DARTNELL CORPORATION
4660 RAVENSWOOD AVENUE :: CHICAGO, ILLINOIS

We Found No Limit to Our Markets

(Continued from page 16)

Increasing prices enabled us to obtain better salesmen; it enabled the salesmen to spend more time with each customer after the sale was made. Increased sales resulted, and soon we were enabled to install a direct mail advertising department, and later to begin advertising on a national scale. The incident related at the beginning of this article is a good example of our improved methods of selling which were made possible by the increased prices.

Developing New Sales Appeals

We are the largest manufacturers in the scrubbing and polishing machine business. We have had many competitors. A number of them have failed. Most of the failures, I think, have been the result of trying to sell on a price basis and failing to give the right sort of service after the sale. For example, I have gone into places where competitive machines have been purchased, used a few weeks, or months, then set aside and abandoned. This was not necessarily due to any fault of the machines themselves, but due to a lack of interest on the part of the salesman who made the sale. His commissions were so low that he could not afford to work with the users after the machines were delivered.

We once had a rather narrow conception of our field. We called our machine a scrubbing machine. After we had priced our machines right and had enough money to do some development and research work, we sent out a questionnaire to learn just how our customers were using the machines.

As the answers came back we found that 80 per cent of our customers were using the machines for polishing and waxing floors as well as for scrubbing. Yet we had been advertising only a scrubbing machine. So we immediately changed our advertising to read "The Finnell System of Scrubbing, Waxing, Polishing." Instead of selling one use, we actually had three uses

to sell. In other words, we were using but one-third of our potential sales ammunition.

This questionnaire brought out a number of unsuspected uses. We found a restaurant owner who used the machine to scrub and polish all the table tops. Every night, after his restaurant closed, the tables were dismantled, the tops laid on the floor and our machine used to scrub and polish them. Another man used the machine to keep his sidewalks clean and spotless. Facts about these newly discovered uses have been incorporated in our sales material with telling effect.

Selling Home Owners

As companies go in this age of huge corporations, ours is a small organization. Yet we have been able to organize our sales force on exactly the same lines used by the largest corporations. Operating less than a hundred salesmen, we give them the same sort of assistance given salesmen who work for the big organizations who employ more than a thousand men. I think it is a mistake to shy from a sales idea because it is being used by some big company.

After we proved to our own satisfaction that every industrial and public building was a prospect for our machines, we decided there must be a much larger market among the home owners. Hardwood floors are the vogue, and with every hardwood floor there is the problem of keeping it cleaned and polished. To serve this market we recently brought out a small, compact machine. After preliminary tests we started in to open the Chicago market. We organized a separate sales organization of house-to-house men, placed our machines in the hands of dealers, and began our campaign as soon as we possibly could.

Full page advertisements in a leading newspaper are being used to interest housewives. Although it is too early to give figures concerning results, our experience so far indicates that we have just begun to scratch our potential market. It seems that we are going to develop a market for our home machines which will eventually be more important than our industrial division.

Is One Newspaper's Space As Good As Another's?

Do the brains, money and courage that are required to lift a newspaper to ever-greater levels of excellence—do these things command no more than a casual premium in the advertising market?

Is bucket-measure the ultimate gauge of circulation's worth?

If so, The Dallas News is barking up a sadly misjudged sapling. We should have been long gone.

Yet here we are, bigger, stronger, more influential than ever before in our forty-one years of leadership.

Furthermore, we are going to keep right on developing the value of our newspapers, subordinating profit to public safeguard,

making Circulation stand and salute Sincerity of policy and practice until somebody shows us a more profitable course to follow—which nobody ever has yet.

* * *

We believe that newspaper character and newspaper influence are the biggest things an advertiser buys. They are certainly the biggest things a newspaper possesses.

Let nobody look upon this as an alibi. The News has always led its field in volume of circulation and probably always will.

Still, you *can* buy circulation in quantity lots from any medium.

You can only buy The Dallas News' circulation from The Dallas News.

*Dallas is the door to Texas
The News is the key to Dallas*

The Dallas Morning News

Sales Managers! Send for a copy of SALESMAINSHP DIGEST, containing articles and paragraphs full of selling-force, gathered from the leading business publications.

NOT a "pep" magazine, but twenty-four pages of selling ideas, interestingly told to command reading at the hands of your salesmen.

Sample copy on request or upon receipt of your letterhead. We'll talk cost when we send the copy.

And, oh yes, how many salesmen do you travel?

SALESMAINSHP DIGEST
Suite 207-208

28 East Jackson Blvd. :: Chicago

PAPER

TI-O-CLASP Envelopes are made of the finest Jute paper obtainable.

M E T A L

TI-O-CLASPS Are made of the finest rust-proof steel produced.

G U M

TI-O-CLASPs Envelopes are glued with the finest imported cereal gum.

Manufacturer to Consumer policy insures delivery when promised at prices that defy competition.

Send for sample portfolio SM

**TIOGA PAPER GOODS CO.
INCORPORATED
576 Broadway, New York**

8,000 Imitators Contributed to Canada Dry's Success

(Continued from page 26)

company does not get very wildly excited over the copy-cat anyway—not half so excited as the copy-cats imagine. Unless the copy-cat is found to be rather definitely trespassing on the company's trademark rights, he is likely to be allowed to hang himself without the intervention of court proceedings—or to drown himself in his little green bottles. On the other hand, if he gets too gay with a map background for his label, or a pink, yellow and light blue combination that enables him to accomplish actual passing-off when the bottle is visible, he is extremely likely to run into an injunction. The company is not in the least disposed to sleep upon its rights, as a few of the more blatant members of the confraternity have discovered.

So unless the copy-cat actually pulls something that jeopardizes the company's trademark rights, or threatens to do so, no time or money is wasted in suing him. In the vast majority of cases he disposes of himself with neatness and despatch. The reason being that the copy-cat, as is the nature of the breed, never sees anything except the superficial and spectacular features of the business, and rarely touches the real backbone of the business at all.

Crashing On to Doom

The copy-cat imagines that the success of Canada Dry—or of anything else, for that matter—is the result of a happy accident; a product that just happened to hit the public taste combined with a happy thought in the way of a trade name. He thinks that by imitating or duplicating those things, he can get what the other company has got. And even in cases where he is let alone to follow his own devices, he very seldom touches anything more than the outside fringes of the business he is trying to penetrate.

The worst that the most active and persistent copy-cat is likely to

do to Canada Dry, for example, is to grab off a fraction of the transient resort trade—the pop-stand, night-club, race-track, sporty restaurant business. This may look to him like the important end of the business, and when he succeeds in peddling his stuff to a few jobbers supplying this class of trade, he may think he is on the road to a duplication of the other company's success.

Where the Copy-Cat Fails

The other company's success, however, is not based on this type of business at all, but upon the inconspicuous and unspectacular household trade, that keeps three or four bottles of ginger ale in the ice-box all the time, and orders it along with other staple supplies. This is the result of a sound and persistent merchandising effort which the copy-cat knows nothing about, and could not understand if he did. The jobber or dealer who has built up a steady demand for Canada Dry is not at all likely to welcome with open arms a product designed to tear it down, and the consumer who orders a case delivered to the house is in the best possible position to notice whether she gets what she ordered or not.

So in spite of the fact that the birth-rate among the copy-cats compares favorably with that of the well known guinea pig, the damage that they succeed in doing to the established business is pretty nearly negligible. They constitute an irritation and a nuisance, of course, but as competition they amount to astonishingly little, even in the aggregate.

And that, in the overwhelming majority of cases, is all that the copy-cat ever succeeds in accomplishing in any field, so far as practical results are concerned. He may kid himself into the temporary belief that he is important because he is on the operative end of a lawsuit for trademark infringement. But his importance

**—if YOU
SELL BY MAIL**

**you can increase your business
just as the Aeroil Burner Co.
of Union City, New Jersey,
did. Here's what THEY say:**

"Selling Asphalt Heating Kettles by mail is no sinecure. But it can be done with the aid of attractive sales literature. Much of our success can be directly attributed to the splendid letterhead you designed and printed for us."

Let us show you what these business-building letterheads look like.
Portfolio of Samples sent without obligation. Use your letterhead, please.

**MONROE
LETTERHEAD CORP.
1001 Green Street
Huntsville, Ala.**

arises from the fact that he is threatening somebody's rights, which is a quite different matter from threatening somebody's trade.

In short, putting all ethical considerations aside, the profession of copy-catting does not recommend itself very highly as a practical enterprise, in spite of its extremely manifest popularity. The copy-cat may indeed secure the satisfaction of living in a fool's paradise for a while, but that is all that he is ever likely to get. Generally speaking, he is in the same position as the fly on the chariot wheel who called attention to the quantity of dust that he was raising.

Buckley Re-elected Head of Chicago Council

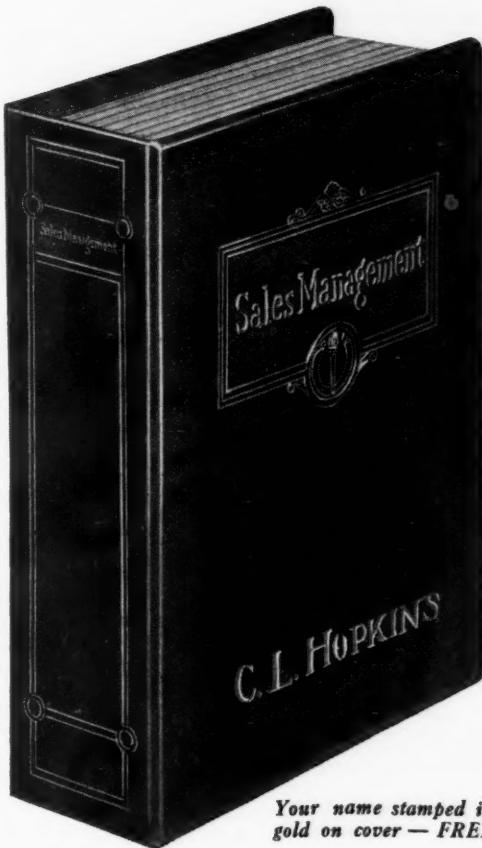
At the annual election of officers and departmental committees of the Advertising Council of Chicago, held on June 10, Homer J. Buckley was re-elected president for the second time. G. R. Schaeffer and Stanley Clague were re-elected first and second vice-presidents respectively.

Mr. Buckley, who is president of Buckley, Dement & Company, is chairman of the Better Business Bureau of Chicago, and a member of the governing board of the Direct Mail Advertising Association. He is president of the joint assembly of the Associated Advertising Clubs of the World, as well as president of the National Council of Business Mail Users.

Mr. Schaeffer is advertising manager of Marshall Field & Company, retail, while Mr. Clague is managing director of the Audit Bureau of Circulations.

At the final meeting of the fiscal year, held on June 18, the following officers were elected by the New York Sales Managers' Club: O. C. Hearn, National Lead Company, president; R. D. Keim, E. R. Squibb & Son, vice president; C. R. Acker, Brandt Automatic Cashier Company, treasurer, and Bevan Lawson, Dictaphone Sales Corporation, secretary. C. H. Rohrback was elected to the newly-created position of executive secretary.

A Binder for your copies of Sales Management



With each order for a Sales Management Binder, your name will be stamped in gold on the cover with no extra charge to you. You need a personal file for your copies of the magazine, and this binder, illustrated above, will make a handsome addition to your library or desk.

Each binder will hold thirteen magazines. Each copy when received can be easily and securely fastened in this binder, which opens flat like a book. Made of heavy, durable material with special embossed cover finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

Price \$2.00 Each, Postpaid

Sales Management Magazine
4660 Ravenswood Avenue, Chicago, Illinois

You'll Pull a Good Idea Out of Every Issue -of This New Kind of Advertising Magazine



PRACTICAL advertising and sales plans—experiences that experts have tested and proven good—these are the returns you get from the pages of Advertising and Selling Fortnightly. Hardly an issue will pass but you can pull out a good, common-sense idea for your own business.

If you are interested in markets and media, research, the latest copy slants, illustration or mail sales, you will want to be sure to get this new kind of magazine.

Advertising and Selling Fortnightly will pay adequate returns in good, usable ideas.

Send the Coupon Now



Advertising and Selling Fortnightly,
9 East 38th Street, New York City.

Please enter my subscription. You may bill me at \$3.00 a year (26 issues) after I have received the first issue.

Name _____

Address _____

City _____

State _____

7-10

Advertising Manager

The man we want is versatile. His sales letters will bring home the bacon. He will create unusual folders and booklets. He will edit our house organ. Above all: He will originate startling selling schemes and work hand-in-hand with the sales department.

Firm established over twenty years. Located in pleasant town forty-five miles from New York City. Permanent position and excellent opportunity for producer.

THE C. B. DOLGE CO.
WESTPORT, CONN.

TOYCO Promotion BALLOONS

Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales. Business Idea Dep't.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

News from the Capital

(Continued from page 44)

complaint before the commission with actions tending to create a monopoly in restraint of trade by purchasing the stock of competing corporations. A suit based on like charges has also been entered in the federal courts by the Department of Justice.

Development of twenty-three simplified practice recommendations was effected by the Department of Commerce last year. In addition, the cooperation of the Division of Simplified Practice in connection with the simplification programs was requested by the 160 new fields for the fiscal year, while fifty projects by the end of the fiscal year had developed to the point where simplified practice recommendations were in sight.

Advertising and sales managers will be interested, perhaps, in the announcement that motion and still pictures will be taken this summer of scenes showing the economic and social development of the irrigation projects under the Bureau of Reclamation. These photos will be of scenes showing the effect of irrigation.

It is presumed that copies will be available for the use of manufacturers and others who will state the use that will be made of these photographs.

Packages containing books and catalogues conforming to the conditions of "prints" in international mails are to be stamped "printed matter" if unaccompanied by customs declarations, and mailed at book rates, W. Irving Glover, Second Assistant Postmaster, states. This particularly applies to mails to Canada, and is intended to prevent printed matter from going at parcel post rates which, it is stated, has been due to misunderstanding or lack of information on the part of senders that books and catalogs may be sent as printed matter, at the rate of one cent for each two ounces or fractions of two ounces and in packages weighing not to exceed four pounds, six

ounces (11 pounds in the case of single volumes).

The House Judiciary Committee has a subcommittee which is hearing arguments concerning the Yates bill, designed to punish the transportation of stolen property in interstate or foreign commerce. A similar bill, sponsored by Senator Cummins of Iowa, has already been favorably reported by the Senate Committee on Interstate Commerce.

The Cummins-Yates measure is in reality an expansion of the Dyer National Motor Vehicle Theft Law to include the shipment of stolen goods of any character in interstate commerce and according to committee closely follows the phraseology of that statute.

In its present form the bill provides a fine of \$5,000 or imprisonment for five years or both, in the discretion of the judge, for persons who transport in interstate or foreign commerce known stolen property. Similar punishment is provided for the recipients of stolen property or those who wilfully conceal, store or sell property which they know has been stolen and which has moved in interstate or foreign commerce.

Pacific Coast Clubs in Annual Meeting

The twenty-third annual convention of the Pacific Coast Advertising Clubs Association, which opened at San Francisco July 5, was attended by record delegations from Seattle, Portland, Los Angeles and other large advertising clubs of that section. Among the prominent speakers obtained for the occasion were: C. K. Woodbridge, president of the International Advertising Association; Lou E. Holland, president of the National Better Business Bureau, Inc.; Lew Hahn, managing director of the National Retail Dry Goods Association; and Bruce Barton, president of Barton, Durstine & Osborn.

TIPS



The Tips editor's offerings of frankincense and myrrh this month include something for almost everyone—and we might start out with mention of two items for the direct mail user. A portfolio of testimonial letter suggestions comes from the Eastern Manufacturing Company, 292 Madison Avenue, which shows how Western Union, Wanamaker, George E. Keith and others are using testimonial letters to build business and good will. If you ask, you may have a copy.

"Envelope Economies" comes from the Boston Envelope Company, 315 Centre Street, Jamaica Plain, Boston. It's a carefully prepared booklet which illustrates and describes some of the latest improvements in envelope styles; it also suggests several ways for saving postage, and for getting as much as possible out of the envelope both in service and in advertising value. A copy will be sent without charge if you request it.

Three new surveys are here: *The Detroit News* Market and Merchandising Year Book for 1926 can be added to your market file through a request directed to Mr. W. H. Moore. The research department of the *St. Louis Post-Dispatch* now has available a survey of the automobile market in St. Louis, which has been based on a questionnaire filled out in calls on 107 dealers. Mr. Brent Williams is the man to address. A study of the complete Iowa market has just been concluded by the *Des Moines Register-Tribune*, which contains some authoritative statistics on wholesale and retail distribution, motor vehicles in the state, gas service, and other data. Send a note to Mr. Harry Watts and your copy will come to your desk. No charge for any of these surveys.

If your salesmen are in the habit of needing telegraph order blanks to wire in car-load orders, you probably would like to arrange with Western Union to equip them with a convenient pocket size pad of telegraph blanks which they have designed. Almost any office will be glad to supply them, we think. Form 1216A is the proper identification tag.

While a small booklet called "Good Seed, Productive Soil, Bountiful Harvest" makes no claim to be anything other than an advertisement for the *New York Times*, it is nevertheless an extremely interesting account of the experience of Peter Henderson & Company, seedsmen and florists, in developing business through the use of Sunday magazine advertising. Some data are included about the distribution of replies over the weeks following the appearance of

the ad, and about the use and re-use of the same copy. Mr. Arnold Sanchez of the *Times* will gladly send you a copy.

Mr. Harry T. Hall, vice president of the Bank of the Manhattan Company, New York, sends us the latest volume in the Manhattan Library of Popular Economics called "News and Progress," which some of our readers will want. It deals with the development of the newspaper as an institution and of course includes some discussion of the force of advertising.

Cowan, Dempsey & Dengler, Inc., of New York City, has compiled a "Forecast of Business Activity" for 1926-27. Write the company at 25 West 45th St.

And now for those who are thinking of advertising, is a booklet "Planning an Advertising Campaign," which contains a good outline for a preliminary market and product survey, and chapters on merchandising the advertising, "flash-in-the-pan" campaigns, the value of an inquiry, and so on. Write the Frank M. Comrie Company, 310 S. Michigan, Chicago.

The Farmer's Wife of St. Paul has published a book which will be of interest to anyone who sells or wants to sell to the farm market. At a conference of farm women, the question was asked, "What do farm women want?" The answers made to this query by dozens of farm women from all parts of the country is the subject-matter of the booklet. Address a request for a copy for the attention of Mr. Boberg.

The American Newspaper Publishers' Association has put out a sizeable book called "The Market and the Medium," which has some interesting things to say about newspaper and magazine advertising. It presents some charts and figures on the newspaper appropriations of a large group of national advertisers, and also contains an article on "The Canadian Market" by Arthur Partridge, manager and secretary of the Canadian Daily Newspaper Association. We think you may have a copy by writing to the Bureau of Advertising of the A. N. P. A. at 270 Madison Avenue, New York City.

A helpful little book for the credit man to peruse during a leisure morning is "Consider the Approach," put out by the Policyholders' Service Bureau of the Metropolitan Life Insurance Company. Letters are included suggesting effecting methods of handling various credit and collection problems by mail. 1 Madison Avenue is the address—New York City.

MAILING LISTS

Foreign and Domestic. Can furnish any classified list in any foreign country. Wholesale - Retail - Consumer, etc., any list wanted in U. S. We maintain the only Foreign List Department in this country. Ask for price lists detailing all classification.

A. F. WILLIAMS

Mgr. List Dept.

166 f. W. Adams St. Chicago, Illinois
Established 1880 Phone Franklin 1182

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads. Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M 25 M lots \$1.45 per M
50 M lots 1.25 per M 12½ M lots 1.70 per M
[Minimum quantity 12½ M]

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.
1718 No. Robey Street, Chicago, Ill.

Spanish Printing



or Portuguese for South American trade. Send us your English copy—we translate and print. 30 years experience Foreign language printing.

JOBSON PRINTING CO.

Incorporated
647 W. Hill St. Louisville, Ky.
"Our Printing Will Please You"

PROVE IT! SHOW HIM THE LETTERS

If your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices
AJAXPHOTO PRINT CO., 35 W. Adams St. Chicago

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

Life Insurance-Opportunity

Businessmen and salesmen: Have you the initiative, tact, energy and ability to make good in the Life Insurance Field if helped financially? ONLY EXTRA HIGH GRADE MEN CONSIDERED.

BANKERS LIFE COMPANY

80 E. Jackson Blvd., Chicago Suite 637

How National Lamps Put On a Dealer Contest

(Continued from page 54)

Such a systematic application of the Four Star sales plan as this could readily be expected to produce an excellent increase in the dealer's sales. He reported sales for December, 1925 (December is always the peak of the lamp season), of \$273.09. Sales for January were \$133.46. Then the contest opened February 1, and sales for this month (ordinarily the "dull" season for lamps) jumped to \$421.55—a sales increase of 154 per cent over the peak month of the previous year! Sales for March were \$357.90, still showing a high total for the season and a sizeable increase over the usual totals for this season.

"The immediate returns in sales of such a contest as this," said an official of the company, "is gratifying, of course, but perhaps the best reaction from it is the lesson it has taught many retail dealers in how to become better merchants."

How DuPont Salesmen Use Advertising

(Continued from page 40)

only after the salesman is shown, and has had impressed upon him at a convention or other such gathering, the most productive way of relating his firm's advertising to his sales. I have outlined the procedure we used. It has proved itself valuable, but there are probably other methods just as good. It would seem, however, that any plan to get the best results must be specific in showing the salesman how the advertising can help him directly and personally.

If this could be brought home to every individual salesman not only would his sales increase, but it would react to make advertising more effective and, consequently, add to the income of the organization for which he is working.

Runkel Brothers, Inc., New York, have placed their advertising account with L. S. Goldsmith Company, New York agency.

Personal Service and Supplies

Classified rates: 50¢ a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

POSITIONS WANTED

A PERSONAL SELLING SERVICE OFFERED for California and the Pacific Coast markets that carries with it a merchandising knowledge gained in over 12 years' successful specialty selling for a nationally known concern. A sales record that invites the closest investigation and reveals experience that has equipped the applicant with all the essential qualifications to afford you desired representation. Open for either part time or exclusive sales work. Interview solicited. Box 1174, Sales Management, 4660 Ravenswood Avenue, Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

BIGGER DISTRIBUTION—LARGER SALES at less cost. Advertising and Sales Promotion Manager of large corporation has time to handle one client. Submit your sales problems. Successful Advertising Agency and Mail Order Experience. Address Box 1176, Sales Management, 4660 Ravenswood Ave., Chicago.

DISTRIBUTORS WANTED

A LARGE MANUFACTURER OF NEW type washing machine—different from anything now on the market—requires Resale Managers in various metropolitan centers. Wide and successful experience in selling washing machines and training and managing house to house canvassing crews absolutely necessary. Experience in selling lines other than washing machines will not qualify for these positions. We require \$7,500 to \$10,000 type of men who can quickly demonstrate their ability to produce results in marketing our product. Give full details, selling experience, age and previous earnings in first letter. Box 1170, "Sales Management," 4660 Ravenswood Ave., Chicago.

\$500,000 CORPORATION IS MARKETING house to house a much needed, thoroly successful kitchen accessory and needs local distributors—men of ability and experience who can organize and supervise a field force. Very little capital required, with great opportunity to make big money. Sell yourself by letter. Dept. 4, Indianapolis Pump and Tube Company, Indianapolis, Indiana.

AGENCY WANTED

AM ORGANIZING A SALES AGENCY FOR intensive coverage of the drug store trade in Greater New York. Would like to hear from concerns having a meritorious product and interested to secure this additional sales outlet. Address Box 1172, "Sales Management," 4660 Ravenswood Ave., Chicago.

LINES WANTED

JOBBING CONCERN OWNING WAREHOUSE with side track wants additional lines of merit on commission or merchandise brokerage basis to be marketed in the Inland Empire. P. O. Box 2173, Spokane, Wash.

POSITION WANTED

MANUFACTURERS—TECHNICAL ADVERTISING, Agency Advertising and Sales Promotion Experience. At present Advertising and Sales Promotion Manager of large corporation. Thorougly acquainted with western and southern markets. Address Box 1178, Sales Management, 4660 Ravenswood Ave., Chicago.

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"GIBBONS knows CANADA"

TORONTO

MONTREAL

WINNIPEG